Annual Report

2011–2012

Royal BC Museum

Celebrating 125 years

First Peoples *gallery.*

Cover image, Basket Star (Gorgonocephalus eucnemis).

Natural History *gallery.*

All photographs courtesy of the Royal BC Museum unless otherwise noted.

Table of Contents

2 Message from the Chair and CEO to the Minister Responsible

4 Organizational Overview

8 Year in Review

- 10 We are a Museum and Much, Much More
- 12 We Reach Out to Share the Story of BC
- 12 We are Leaders in Research and Expertise
- 12 Key Initiatives and Highlights of 2011/12

16 Corporate Governance

21 Report on Performance

29 Progress Against Shareholder's Letter of Expectations

33 Financial Report

52 Appendices

- 52 Appendix A: Acquisitions
- 54 Appendix B: Research, Published Articles and RBCM Publications
- 56 Appendix C: Public Programs

59 Royal BC Museum Supporters

62 Contact Information

Message from the Chair and CEO to the Minister Responsible

On behalf of the Board of Directors of the Royal BC Museum Corporation (Royal BC Museum), we are pleased to present the Corporation's 2011/12 Annual Report.

This year was brim-full with successes – groundbreaking exhibitions and initiatives, giant strides on long-term projects and plans to secure the future health and development of the museum, all within a balanced budget, and despite a persistently weak global economy and flagging tourism.

Our exhibitions inspired and engaged, attracting 9.3 per cent more visitors than last year. *Wildlife Photographer of the Year* drew rave reviews, as did *The Other Emily: Redefining Emily Carr*, which shone a light on a little-known side of our beloved local artist. *Behind the Scenes* gave visitors an insider's view of our work, and *Aliens Among Us* took an interactive display to communities across the province.

We expanded our outreach through strategies that included an enhanced online presence and more accessible, family-friendly programs. And we were thrilled to announce our first-ever satellite gallery. When the Royal BC Museum at Wing Sang opens this summer in Vancouver's history-rich Chinatown, we will take our collections to the province's largest and most cosmopolitan city.

Protecting our cultural assets, we completed an in-depth risk assessment to direct future preservation efforts, and we made significant and much-needed refurbishments to Helmcken House and St Ann's Schoolhouse.

When the City of Victoria unanimously approved our Comprehensive Development Zone designation in May 2011, the culmination of five years' diligence and community consultation, we started an exciting new chapter – and have started the next phase of work to plan a new home for our collections, one that reflects our current and future position as a preeminent research and educational institution.

As we close the book on one very rewarding year, we are looking forward to an exceptional new season, as we continue to fulfil our roles as a respected guardian of BC's heritage and as a key supporter of tourism and the local and provincial economies.

Our achievements were made possible by the ongoing support of the Province of British Columbia and through our valued partnerships with sponsors, donors and the wider community. We are grateful for their dedication, and we continue to honour their commitment through sound budgeting and responsible business practices.

We are especially thankful to our hard-working volunteer Board of Directors, whose duties this year included the important and time-consuming task of recruiting a new CEO. Their efforts were well rewarded with the appointment of Professor Jack Lohman, who comes to us from the Museum of London. With his wealth of experience in museum operations, architecture and conservation, he is the ideal person to steer the Royal BC Museum toward achieving our long-term vision.

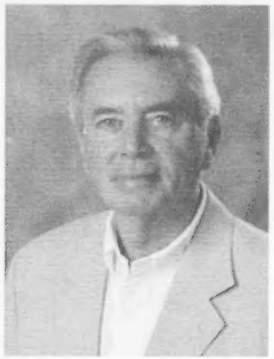
The 2011/12 Royal BC Museum Corporation's Annual Report was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The Board is accountable for the contents of the report, including what has been included in the report and how it has been reported.

The information presented reflects the actual performance of the Royal BC Museum Corporation for the twelve months ended March 31, 2012 in relation to the service plan published in February 2011.

The Board is responsible for ensuring internal controls are in place to ensure information is measured and reported accurately and in a timely fashion.

All significant assumptions, policy decisions, events and identified risks, as of March 31, 2012, have been considered in preparing the report. The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate direction, goals, strategies, measures or targets made since the 2011/12 – 2013/14 service plan was released and any significant limitations in the reliability of data are identified in the report.

PAULINE RAFFERTY
Chief Executive Officer



JOHN WILLIAMS
Chair, Board of Directors

Wildlife Photographer of the Year *Exhibition*.

Fan Tan Alley, History *gallery*.

We Tell the Stories of *All* British Columbians

A huge part of BC's story is rooted in immigration. This year we began planning *Centre of Arrivals*, exploring our province's major ethnic groups and their impact on the growth of BC. We are starting our research by studying the influence and experiences of the Chinese-Canadian community. To help ensure accuracy and cultural sensitivity, we've hired a curator who speaks the language. Our goal – to help all British Columbians share in the experience of those who have chosen to make this their home.

Organizational Overview

Thunderbird Park.

First Peoples *gallery.*

Enabling Legislation

The Royal BC Museum was made a Crown Corporation in 2003. Under the *Museum Act*, the Royal BC Museum is responsible for the provincial museum, the provincial archives, Helmcken House, Thunderbird Park, Mungo Martin Big House (Wawadit'la), St Ann's Schoolhouse and the Netherlands Centennial Carillon.

Our Mandate and Core Business Areas

Under the *Museum Act*, the purposes of the Royal BC Museum Corporation are to:

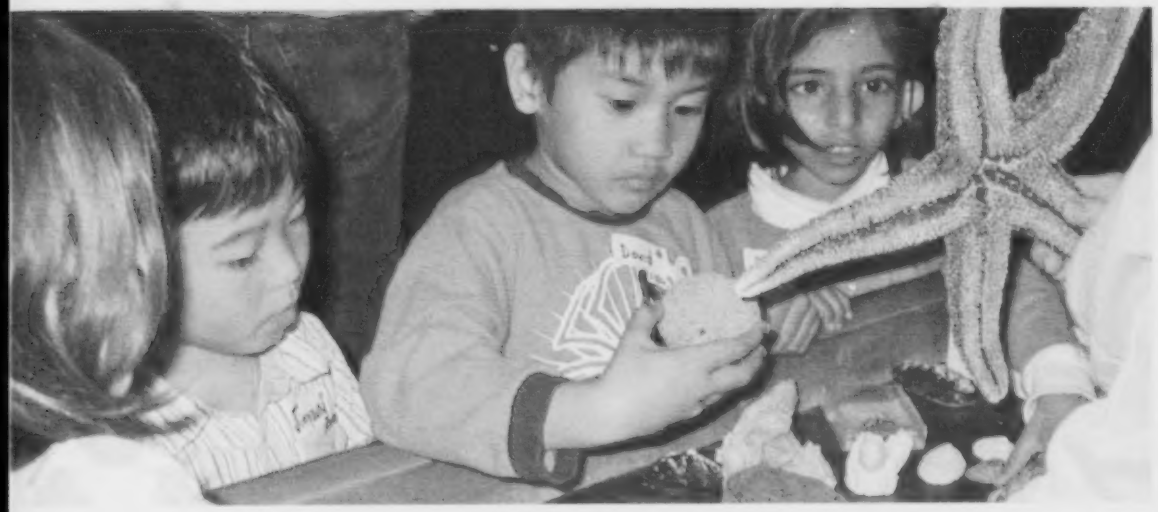
- secure, receive and preserve specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia;
- hold and manage the archives of the government;
- increase and communicate knowledge of the natural and human history of British Columbia through research, exhibitions, publications and other means;
- serve as an educational organization;
- develop exhibitions and programs that are of interest to the public;
- manage, conserve and provide access to the collection;
- on the request of the government, manage cultural and heritage facilities designated by the government; and
- perform functions usually undertaken by a museum and archives.

Our Vision

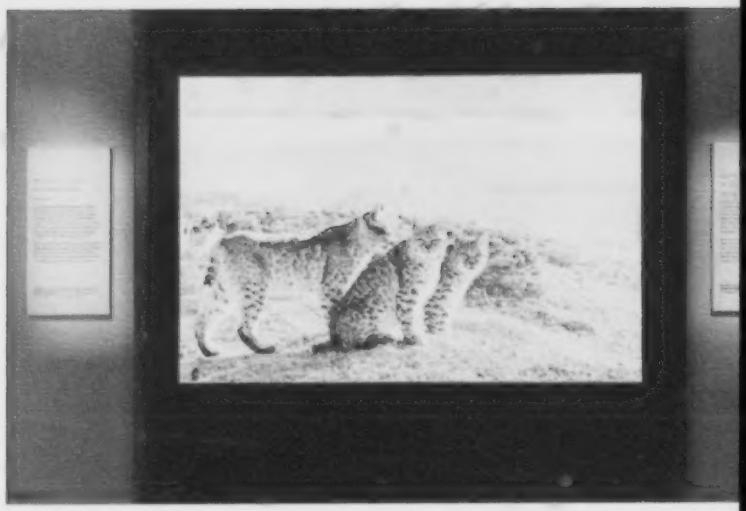
A transformed Royal BC Museum will become British Columbia's leading cultural centre. Our vision calls for major initiatives on-site, off-site and online. We will become a landmark physical site and virtual environment for debate, reflection and knowledge. We will bridge cultures, engage generations and positively impact the lives of all people who share a connection to BC.

In realizing this vision, we will further our reputation as one of the preeminent cultural museums and archives in the world, inspiring British Columbians and global visitors to share a passion for BC and what it means to be British Columbian. In doing so, we will open minds and enrich lives.

Students from Quadra Elementary in Victoria enjoying the school program "Fins, Feathers and Fur."



Wildlife Photographer of the Year exhibition.



Our Mission

To explore and preserve British Columbia's human history and natural history; to inspire curiosity and wonder; and to share our story with the world.

Our Goals

- support collections that are representative of the human history and natural history of BC
- be an organization that offers an exceptional standard of visitor welcome, hospitality and service
- be a sustainable, high-performing organization

Our Values

These fundamental beliefs and values guide the Royal BC Museum:

- ***Visitor focused:*** understanding our visitors' needs and placing them first
- ***Excellence:*** providing a high degree of interest by offering unique programs and services
- ***Innovation:*** embracing new ideas and processes to improve our services
- ***Integrity:*** in our work, our actions and our conduct
- ***Responsible stewardship:*** of the collections and information entrusted to our care, and of our natural environment

Wildlife Photographs Captivate Our Visitors

Even in a multimedia world, the lure of the still image can't be denied. *Wildlife Photographer of the Year* entranced visitors, receiving the most positive public reaction of any recent exhibition. The more than 100 photographs – winners in the world's largest photography competition – were chosen from among 41,000 entries from 95 countries. Each backlit image – some professional, some amateur, all absolutely dazzling – tells an inspirational, astonishing and often humorous story of our natural world. On tour from the Natural History Museum in London, England, *Wildlife Photographer of the Year* gave our visitors an uncommon opportunity to stop, linger and wonder about nature's spectacle.

Why the Public Needs the Royal BC Museum

First and foremost, we are proud stewards of the province's vast cultural collection, including its extensive archives, responsible for developing and preserving it for future generations. We continue to find innovative ways to make our collections more relevant and accessible, and we share BC's rich natural and human history through popular programs. Behind the scenes, our team of historians, archivists and scientists are engaged in internationally acclaimed research that broadens the public's understanding and appreciation of our province. We are a vibrant member of our community, a responsible corporate citizen and a driver of tourism and economic growth for the region.

How We Deliver Services

On-site, online and across BC, we deliver services in many ways:

- providing programs and exhibitions
- serving as a centre of expertise for researchers in BC and around the world
- developing and delivering school programs for use locally and in remote locations
- enabling in-person and electronic access to our collections and archives
- publishing books, research papers and other informative documents
- delivering outreach programs including travelling and virtual exhibitions
- connecting experts with the public through conferences, lunch-hour presentations and events

Our Partners

We are truly grateful to a strong network of supporters whose assistance and services are essential to our work:

- federal, provincial and local governments
- British Columbia First Nations
- local, regional and international businesses
- citizens from the region and across the province
- community organizations and cultural and heritage groups
- students and tourists
- employees, volunteers and Board members
- Royal BC Museum Foundation
- Friends of the BC Archives

Our Location

The Royal BC Museum is at 675 Belleville Street on Victoria's Inner Harbour. Our seasonal satellite location – the Royal BC Museum at Wing Sang – opens June 14, 2012 at 51 East Pender Street in Vancouver. Our online address is www.royalbcmuseum.bc.ca.

Western Meadow Fritillary (Boloria epithore), *Entomology collection.*

We are Vigorously Pursuing Gallery Renewal

Because we are always looking to the future, we've taken a strategic approach to renewing our permanent galleries. Designed in the 1970s, these galleries were cutting-edge at the time, and many of their elements have impressively stood the test of time. But now renewal is in order.

We began the process this year, with modest but important improvements on our second and third floor galleries. We removed the glass from the diorama and created a boardwalk that lets visitors get close to this rich delta ecosystem. And we surrounded the Pit House with interactive experiences and artifacts – some thousands of years old – that encourage visitors to explore the fascinating and innovative use of local materials by First Nations people.

More ambitious is our plan for a major multi-year transformation of our third-floor *Human History Gallery*. We completed an outline interpretive plan this year. Next, we'll develop the conceptual design.

It's all part of our ongoing commitment to create learning experiences that will inform and enchant our visitors for generations to come.

We are Getting Noticed

We always receive great feedback from our visitors. But a little formal recognition boosts our spirits, too.

This year, Gary Mitchell – our Director of Collections, Research and Access Services – received the Queen Elizabeth II Diamond Jubilee Medal. Marking the 60th anniversary of the Queen's accession, the medal pays tribute to significant contributions by Canadians.

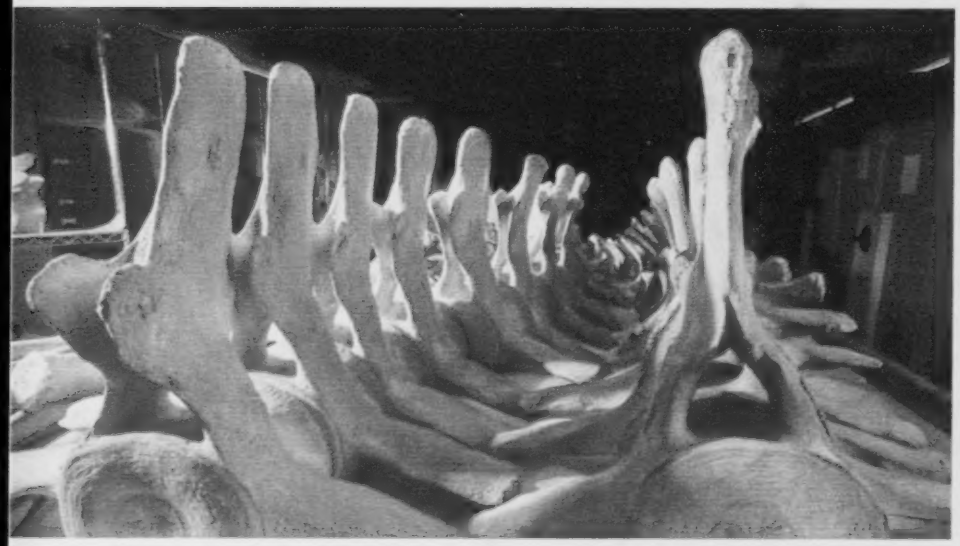
We are thrilled that our *Behind the Scenes* visitor tours earned the Signature Experience Collection designation from the Canadian Tourism Commission, identifying it as one of the most original and authentic tourism experiences in the country.

We've Claimed a Space on the Library Shelves

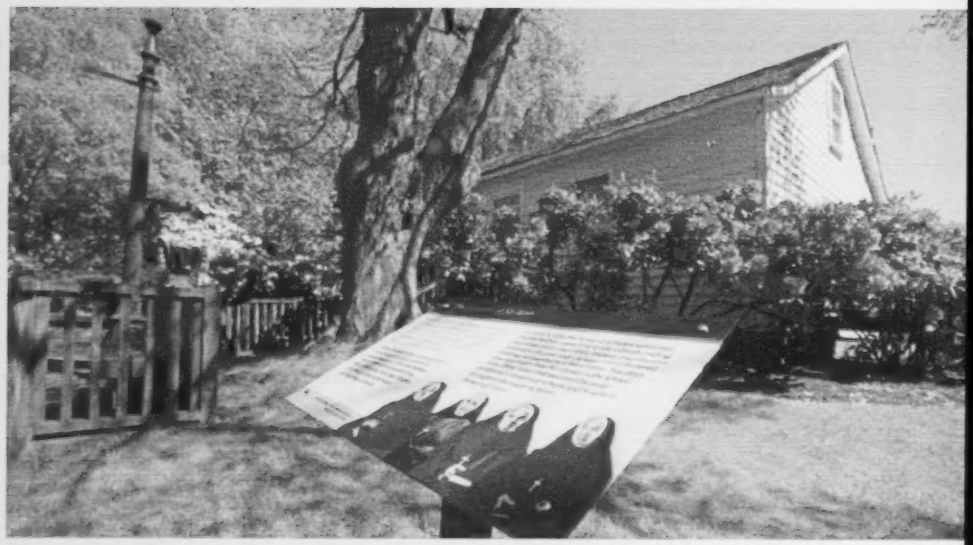
We want everyone to be able to experience the wonder of a visit to the Royal BC Museum. So we've joined forces with the Greater Victoria Public Library to make the museum and archives accessible to more families.

Now, anyone with a valid adult GVPL library card can borrow one of 20 Royal BC Museum family memberships for a week. With more than 1,400 library holds on the 20 passes, it's a partnership with a long and bright future.

Vertebrae from a Killer Whale (Orcinus orca).



St Ann's Schoolhouse.



Our work this year, culminating in approval of our rezoning application, moved us a critical step closer to creating a Royal BC Museum that can fully serve British Columbians now and in the future.

2011/12 saw significant increases in visitors and memberships as well as strong donor support, despite ongoing economic challenges. With these increases came other positive developments. We increased our collections and made them more accessible, while implementing new systems to ensure their long-term preservation. We put in motion an ambitious plan for renewing our permanent galleries that will allow us to re-envisioned the visitor experience with exhibitions that, more compellingly than ever, share BC's stories.

Archives Provide Fascinating Insight into Religious Life ...

Late in March we were privileged to announce a very special deposit to the archives. In the culmination of a close decades-long relationship, the Sisters of St Ann will officially transfer stewardship of their large collection of documents and artifacts to the Royal BC Museum, ensuring their history remains intact and at home in BC.

Established in 1858, the Sisters of St Ann arrived the year BC became a Crown colony. Through their continued service, they have made incalculable contributions in education and health care and, along the way, produced one of the largest complete religious archives in BC, unique in its size and breadth.

The collection provides a new window into the religious life of BC. We are honoured to be a safe haven for this remarkable provincial treasure.

Helmcken House.

The Other Emily: Redefining Emily Carr *Exhibition.*

On-site, we refurbished Helmcken House and St Ann's Schoolhouse, and piloted a new way-finding "app" to enrich the museum experience. Off-site, we secured our first satellite location, the Royal BC Museum at Wing Sang in Vancouver, and we took *Aliens Among Us* to four BC communities with five more stops in the tour scheduled. Online, we implemented new technologies – including a new virtual exhibition, and a smartphone and tablet app that tracks invasive species – to increase our web and social media presence and greatly expand access to our resources.

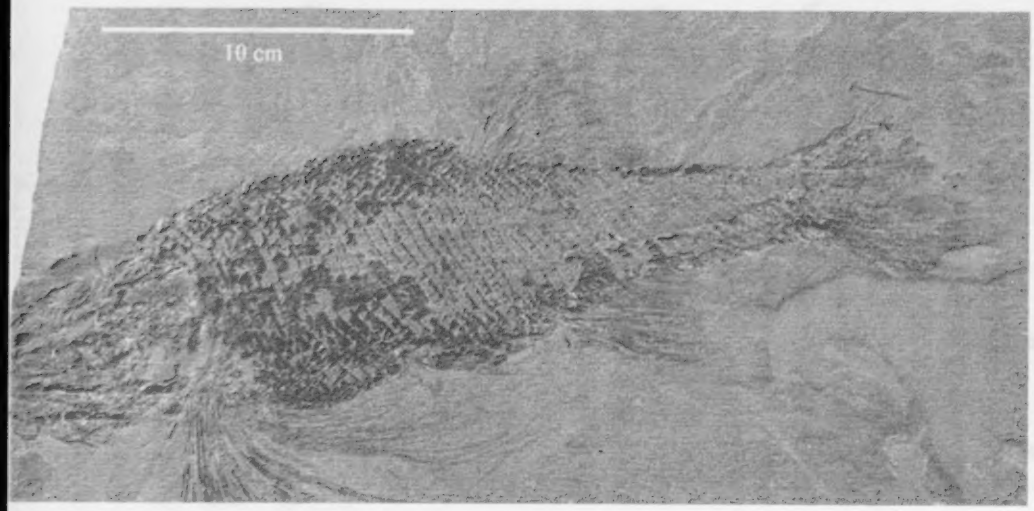
Our expert staff continues to make important scientific contributions, advancing the understanding of our province's human and natural history.

We Get to Know the Real Emily Carr

Once we got our feet wet with *Behind the Scenes*, we were hooked; we just couldn't wait to unveil more of the treasures behind our collections. With *The Other Emily: Redefining Emily Carr*, we shook off some of the stereotypes that have come to characterize this iconic figure in Canadian art.

Drawing on our vast Carr collection, we mounted the first-ever exploration of the artist's life before she became famous – from her teenage years to just before her 1927 emergence on the national art scene. This new perspective included 20 of Carr's masterpieces – including one on public display for the first time – plus more than a dozen rarely-seen sketches and drawings, manuscripts, handwritten letters, personal diary accounts and archival photographs. Eighteen contemporary paintings of Carr by artist Manon Elder provided a counterpoint to the archival photographs that inspired them. Displays of period clothing, objects and artifacts brought the historical photographs to life and provided further insights into this little-known but fascinating time in Carr's development.

This marine fossil fish, Albertonia, *lived about 240 million years ago.*



Gopher robe detail from "Long Ago Person Found".

In all we do, we work toward being the strongest organization we can be, with a deep-rooted commitment to our financial health, our community and our environment.

We are a Museum and Much, Much More

The Royal BC Museum is a place to gather, explore and learn, let the imagination run free, reflect, or engage in hands-on experiences and stimulating events. We are a must-see BC attraction.

We are Proud Stewards of BC's History

The Royal BC Museum has seven million objects and artifacts that represent the cultural and environmental history of the entire province; we've been collecting and preserving them since 1894. This year, as well as upgrading a number of systems to safeguard our holdings, we did a comprehensive risk assessment to ensure their long-term protection.

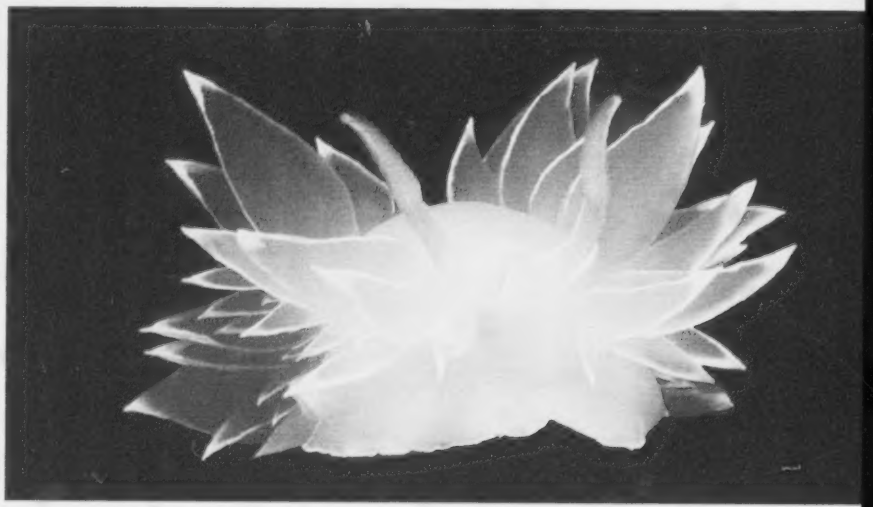
Long Ago Person Inspires Modern-Day Collaboration

In 1999, an amazing discovery was made in the northwest corner of BC. The remains and belongings of a man buried in ice for hundreds of years were found melting out of a remote glacier. "Long Ago Person Found" became the focus of a collaborative decade-long study by the First Nations community and scientists, including several museum staff. In January, the results of this remarkable study were published in *Teachings From Long Ago Person Found: Highlights from the Kwäday Dän Ts'inchi Project*.

The find was made in a place where the Champagne and Aishihik First Nations have lived for thousands of years. Their culture and history were important keys to understanding the life of the man and the significance of the project, and in making culturally appropriate decisions about the types of studies undertaken, disposition of the remains and the ceremonies appropriate to honour the man's passing. Without this input, the project would have been much different in character and the results much less rich in value.

Visitors explore the museum and its collections during our family friendly "Wonder Sunday" events on the last Sunday of every month.

Frosted Nudibranch (Dirona albolineata).



We are Enthusiastic Educators

We are keen to share our treasure-trove of knowledge – our curators and experts daily field a huge range of inquiries. We invite the public to visit our exhibitions, use our archives, and take part in regular events like our free monthly *Live @ Lunch* sessions, *Wonder Sunday* family programs, gallery tours and enlightening talks by the Friends of the BC Archives.

We are Strong Corporate Leaders

We delivered a strong performance this year that saw visits and memberships rise over 2010/11. Growing our local audiences, we created a new "kids' club" and innovative My Museum awareness campaign. With our eye always on the bottom line, we've proven ourselves to be leaders in business practices and in corporate and social responsibility, dedicated to the environment and to our community.

We are Forward Thinkers

We are always working to enhance our collection and enrich the visitor experience. This year, we completed the rezoning needed to embark on our ambitious redevelopment plan, and began a multi-year renewal of our permanent galleries. We piloted a mobile version of our website, dedicated a new staff position to web, social media and emerging technology, and introduced an on-site navigational app as well as an *Aliens Among Us* website and app for virtual visitors.

Naturally, we are always planning new exhibitions – like 2012's *Dinosaurs: Ancient Fossils, New Discoveries* and *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration* – to wow our visitors and keep them coming back for more.

Every Day, We Welcome the World

In the summer of 2011, we showed off our galleries to the High Commissioner for the Democratic Socialist Republic of Sri Lanka, the Consul General of Switzerland and the Deputy Consul General of Japan. In the fall, we received the High Commissioner and Honorary Consul of Jamaica, as well as the Consul General and Vice Consul of the Philippines. And early in 2012, we welcomed the President of the Parliament and the Ambassador of the Kingdom of Norway, the Ambassador and Consul General of Switzerland, the Ambassador of Finland and the Consul General of Italy.

We are a Key Part of our Community

We are humbled and inspired by the support of our many partners, including our tireless volunteer Board, the Royal BC Museum Foundation, government at all levels, corporate donors and sponsors, individual donors and volunteers. Community support boosted fundraising efforts and our rezoning application; donations and sponsorships fully funded our *Aliens Among Us* outreach initiatives; philanthropy made possible our updates to Helmcken House as well as our new satellite location in Vancouver. Instrumental in our success, an army of volunteers logged 40,000 hours this year.

We are honoured to serve our community. And we've tried to show our immense gratitude through initiatives like the Greater Victoria Public Library Museum Family Pass, Admission by Donation week, our February 14 *Date Night*, Father Christmas' first visit to Old Town and new family-friendly programs like *Wonder Sundays* and *Night at the Museum*.

We Reach Out to Share the Story of BC

We are committed to sharing BC's rich history with people across the province and around the world.

We Have More Stories to Tell

A recent acquisition from the Sisters of St Ann sheds new light on the history of religion and education in BC. In *Behind the Scenes*, we invited visitors into our collection, a part of the story they don't usually get to experience; and in planning *Centre of Arrivals*, we've set out to chronicle the lives of BC's immigrants.

... And More Ways to Tell Them

We are enhancing access on-site, off-site and online. Our new Greater Victoria Public Library Museum Family Pass opens the museum to more families who might not otherwise visit. We've extended our reach across the province through travelling and virtual exhibitions and through our new satellite museum in Vancouver. With our new mobile website, appealing apps and greater use of social media, we are connecting with an ever-expanding audience.

We are Leaders in Research and Expertise

The Royal BC Museum is proud to claim a world-class team of curators, collections managers, conservators, archivists and researchers, working together to foster a deeper understanding of our province.

This year, we published the results of our remarkable collaborative study of Kwäday Dän Ts'inchi – Long Ago Person Found – the remains of a man buried in a remote BC glacier. We are breaking new ground in researching the origin of plants from the Siberian tundra and their relationship to species from BC. And we are investigating the genetic health of our only native oyster, the endangered *Ostrea lurida*, hoping to create a framework for future management decisions and restoration efforts. We even invented our own video microscope for *Behind the Scenes*, soon to be in permanent use in our *Natural Archaeology Gallery*.

Key Initiatives and Highlights of 2011/12

Operational Highlights

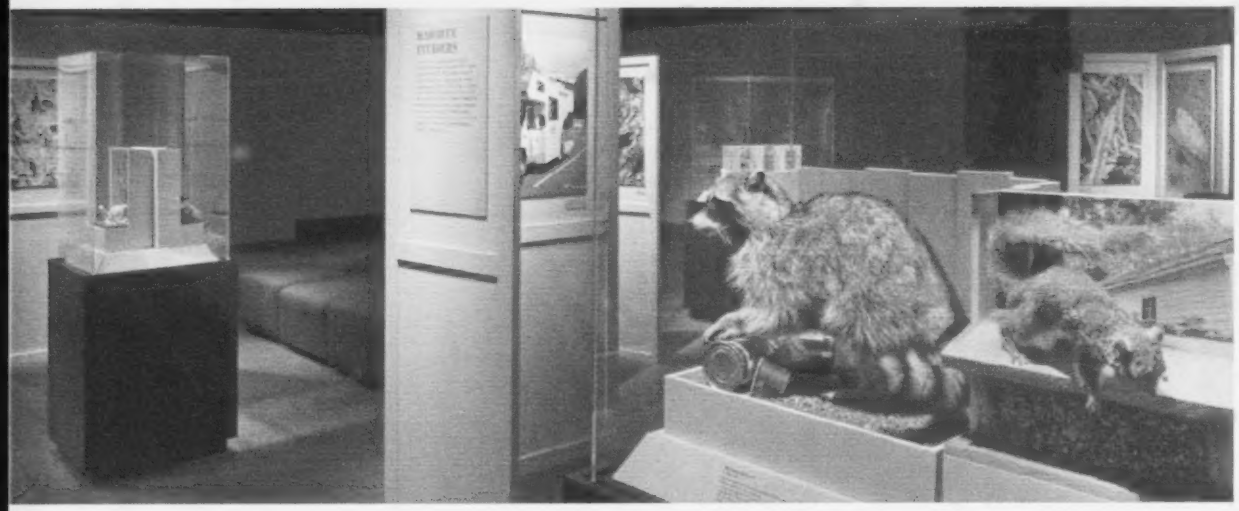
We continue to take great care in managing the property and business of the Royal BC Museum and BC Archives. We do this with a view to balancing our budget and to securing a future that increases our relevance to the people of BC, in turn increasing our revenue.

Our new designation as a Comprehensive Development Zone allows us to build a facility fully tailored to our current and long-term needs. This has been a multi-year task, enabled by the strong backing of community members and the City of Victoria. The foundation for our future growth is now set; over the coming months, our planning is focused on securing an architectural design for our new collections building – and, of course, the resources to get it all done. We've outlined clear targets, built relationships among our community, and are working toward securing funding commitments from the private sector and governments at all levels.

Property management and operational projects were at the forefront this year, as we reopened Helmcken House and St Ann's Schoolhouse after $350,000 in much-needed refurbishments, all fully funded by donations. Conservation staff treated and restored 350 objects, and began several repair projects. To support our research, we invested in two new ultra-cold (-80 degrees Celsius) freezers, each designed to preserve up to 25,000 tissue samples and their DNA for future study. We also secured our first satellite location this year, with a donation of exhibition space at the Wing Sang building in Vancouver's historic Chinatown.

Environmental stewardship has been part of our business for decades. This year, we continued to build on our comprehensive recycling and composting programs, our status as a bottled-water-free zone and our relationships with green suppliers. We used locally sourced wood and LED

Aliens Among Us *exhibition.*



lighting in our upgrades to the Fraser River delta diorama. And in other exhibits we reused items and materials – lights and laminated glass from the Fraser delta diorama, as well as cases, counters and a video from *Behind the Scenes*. We also participated in BC Hydro's Continuous Optimization Program to boost the efficiency of our building operations and energy management programs and worked with the Climate Action Secretariat to be a pilot organization to capture data for the GHG (Greenhouse Gas) Certification Project.

We enhanced accessibility for people with mobility issues by installing a vertical platform lift on the third floor of the exhibits building leading to the *First Peoples Gallery*.

We invested in our human resources, conducting an exhaustive, international search for a replacement for our departing CEO. Our biennial Employee Engagement Survey revealed an increasingly happy workforce. And we involved all staff and interested volunteers in WorldHost Training to maintain our excellent record in customer service.

With our strong performance, we further cemented our role as a major driver of economic growth on Vancouver Island. We remain committed to managing our budget prudently and to contributing to and enhancing the region's economy.

Development Highlights

We supplement provincial government funding in many ways: business partnerships, admission revenue, membership, philanthropic donations, sponsorships and grants. Each year we make greater strides in fundraising, enabling us to do important work and increase our capacity to sustain the directions within our strategic plan.

Across BC, Everyone Experiences Aliens

Aliens Among Us built on our mission to create truly interactive museum experiences. The result is a travelling exhibition, a website and an iPhone/iPad app. Together, they're a model of best practice for museums across the country.

The exhibition explains how various species arrived in BC, what residents can do to protect their communities and how each species fits (or doesn't) within its environment. It took to the road in May, 2011 for a two-year tour with stops in Parksville, White Rock, Kelowna, Prince George, Kitimat, Penticton, Nelson, Richmond and New Westminster. The travelling exhibition was funded entirely through our annual fundraising campaign. Thanks to financial support from the Virtual Museum of Canada, we also launched an interactive website allowing users track species using Google Maps. The first website of its kind from a Canadian museum, the site allows people from around the province to upload locations, images and field notes of their sightings and to pose questions to our curators and collection managers. Support from the Joan and John Walton Innovation Fund enabled us to create a free downloadable app – the first by a museum in Western Canada – that lets users upload an image of their alien species directly from where they discover it.

Our *Aliens Among Us* outreach projects have allowed everyone, from beginner naturalists to full-fledged scientists, to join the conversation and become involved in this multi-level museum experience.

This year, our friends and benefactors contributed $1.2 million in financial and in-kind support to the Royal BC Museum. Overall, we met our revenue target to secure one third of our $19.1 million budget from third party sources to deliver quality services to the citizens of BC.

Support from philanthropic and sponsorship activities has always been vital to our success, and never more so than now, as we start to imagine and plan the museum's redevelopment.

In 2011/12, our development accomplishments included:

- A 10-month, $350,000 refurbishment of Helmcken House and St Ann's Schoolhouse, funded through key partnerships and the generosity of individual donors. Special mention should be made of the support of Tommy Mayne, the Sisters of St Ann and the Society of Friends of St Ann's Academy. We are also very grateful for the gift, by Yole and Armando Barbon, of a wonderful statue of Dr John S. Helmcken.

- Securing a seasonal satellite museum gallery in Vancouver. Through the philanthropy of Bob Rennie and Rennie Marketing Systems, we'll open our first satellite location this summer. The Royal BC Museum at Wing Sang, in historic Chinatown, will display treasures from our human and natural history collections and archives, and will mark an important step forward in our mission to reach out and share our collections and stories with all citizens of the province.

- Successful *Aliens Among Us* outreach initiatives, made possible by $250,000 in community donations. Funding from Canadian Heritage (Virtual Museum Project) and the Joan and John Walton Innovation Fund enabled us to bring the exhibit online though a unique companion website and iPhone/iPad app. Taking the travelling exhibition to nine communities, we created a powerful platform for informing and engaging British Columbians on the issue of invasive species. Along the way, this project made us a model of best practice for museums across the country.

- Acquiring the archives of the Sisters of Saint Ann. By entrusting us with their extensive archives – including 100,000 images, 500 pieces of art, 1,000 artifacts and more than a million records – the Sisters have helped us set a new benchmark for stewardship in Canada.

- The tremendous success of our seventh *Artifact or Artifiction* fundraising gala, where more than 350 guests matched their wits with museum experts. This annual event boasts more than 30 sponsors, illustrating the remarkable support we receive from our local business community.

- Our world-class exhibitions, made possible by dedicated corporate sponsors. BC Hydro, a longstanding partner, supported exhibitions such as *Wildlife Photographer of the Year*, while also helping us reduce our power consumption. Shaw Communications provided the financial support needed to create *The Other Emily*. Many other members of the business community, including London Drugs and CIBC, also stepped forward to make our outstanding season possible.

Thanks to the generosity of our supporters and donors, the Royal BC Museum keeps our province's history alive, offering British Columbians a place to experience and learn about our collective heritage. To all our supporters, we offer our sincere gratitude for these exceptional contributions.

Visitor Experience Highlights

This year we began plans for a multi-year transformation of our third-floor *Human History Gallery*. We'll build on the gallery's existing strengths, offering new experiences, a greater range of interpretive content and fresh perspectives.

In *Behind the Scenes*, we invited visitors to experience what is normally hidden from view – with a fascinating focus on our natural history collections and research. We continued this approach with *The Other Emily*, presenting the less-familiar side of a well-known subject. Both exhibitions encouraged visitors to become more active participants in the museum experience.

Wildlife Photographer of the Year presented more than 100 photographs that were not only arrestingly beautiful, but also provided extraordinary insights into the natural world. They drew in and entranced our visitors, yielding the most positive public reaction of any recent exhibition.

We made modest but important improvements to the Fraser River delta presentation as well as the archaeological introduction to the First Peoples Gallery, opening up the exhibitions, and allowing visitors to interact more meaningfully with them.

Our new season features an overlapping schedule of exhibitions offering fresh viewpoints. The original Cecil Beaton prints that make up *Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration* will provide a whole new understanding of the monarch. Likewise, the upcoming

Dinosaurs: Ancient Fossils, New Discoveries will inspire new awareness about how dinosaurs lived, moved and behaved.

And, a special treat for the Vancouver residents and visitors: through the winter we were hard at work creating four special exhibitions that will occupy our new satellite gallery in Vancouver's Chinatown.

Wifarer, a new wayfinding app piloted this year allows visitors to enrich their experience. Wifarer's first-in-Canada technology helps visitors navigate the building, while providing compelling content including audio and video information about the artifacts.

Taking a fundamentally new approach to publicizing our exhibition season, we announced our schedule in September, a year in advance. Allowing the public to plan ahead for visits will ultimately lead to better attendance and support our overall goal of a richer visitor experience.

Collections Highlights

This year, we made significant strides in preserving, adding to and making accessible the many treasures in our care.

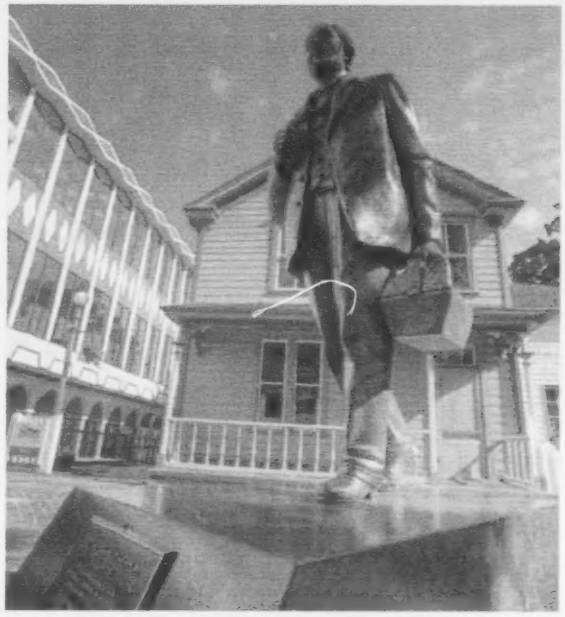
Preservation highlights included a comprehensive collections risk assessment, using tools developed at the Canadian Museum of Nature and now practiced worldwide. We did a thorough, scientific examination of our collections, assessing the risk of fire, humidity, fungus and other potentially destructive elements.

Our archives were greatly enhanced by a significant deposit, expanding the breadth of our offerings. The Sisters of St Ann collection offers intriguing insight into religion and early settlement in BC.

This year, we furthered our work on a massive, integrated, online collection database that will be available to both researchers and the public. Called *Mammoth*, it will house information and images on all our artifacts, archives and specimens – everything from a ceremonial carved head-dress from our ethnology collection to a *Castilleja hispida* from our botany collection. Once it is complete, we'll be one of a small handful of museums in the world to offer this extraordinary level of online access.

We also began work on a digital media software application to organize and manage our more than two million digital media files.

Statue of Dr. John S. Helmcken.



Donation Renews Spirit of Helmcken House

When we reopened Helmcken House and St Ann's Schoolhouse in May, the real story wasn't just the improvements; it was the spirit of philanthropy that made them possible. In fact, $350,000 in upgrades to these historic structures were funded entirely by donations, including the pièce de résistance – a stunning statue of Dr. John S. Helmcken that now presides by his namesake house, over Elliott Square.

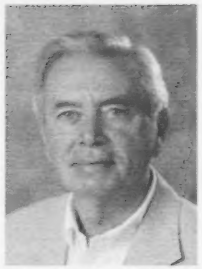
Created by Armando Barbon and Gabriele Vicari, the statue is a larger-than-life representation of the home's first resident. Using photographs from our archives, the artists created a life-like impression of this formidable figure in BC's history. A statesman who helped negotiate the entry of BC into Canada, Dr. Helmcken was also the founder of four hospitals and of the BC Medical Association, as well as Speaker of the first Legislative Assembly of Vancouver Island. He built Helmcken House in 1852. We are so appreciative of the family of Yole and Armando Barbon for enlivening this historic site with the spirit of an extraordinary British Columbian.

Corporate Governance

The Royal BC Museum (Royal BC Museum) Corporation is overseen by an eleven-member Board of Directors that is appointed by the province. Our Board of Directors is accountable to the Minister of Community, Sport and Cultural Development, and appoints a Chief Executive Officer to implement policies and achieve corporate goals. The Board oversees our business and CEO, who, in turn, is responsible for daily operations of the Royal BC Museum.

2011/12 Board

John Williams (Victoria)	Chair
Daphne Corbett (Victoria)	Director
Peter Gustavson (Victoria)	Director
Lynne Kennedy (Vancouver)	Director
Susan Knott (Vancouver)	Director
Graham S. Lee (Vancouver)	Director
Terry Segarty (Cranbrook)	Director
Stuart (Bud) Smith (Kamloops)	Director
Marg Vandenberg (Vancouver)	Director
Lillian White (Surrey)	Director



John Williams (Victoria) Chair

Daphne Corbett (Victoria) Director

Peter Gustavson (Victoria) Director

Lynne Kennedy (Vancouver) Director

Susan Knott (Vancouver) Director

Graham S. Lee (Vancouver) Director

Terry Segarty (Cranbrook) Director

Bud Smith (Kamloops) Director

Marg Vandenberg (Vancouver) Director

Lillian White (Surrey) Director

The Board adheres to these principles in its operation:

- Leadership and stewardship of the role of the Board as determined by legislation;
- Clarity of roles and responsibilities;
- Trust and transparency in all Board discussions and in the operation of the Royal BC Museum;
- Service and corporate citizenship;
- Objective analysis of given material to make the best decisions;
- Accountability and performance;
- Continuous improvement in Royal BC Museum business operations and in Board functioning.

Board Committees

Finance and Audit

Purpose: Ensuring that our financial and accounting policies conform to the *Museum Act* and all other applicable legislation, and that our financial reporting systems meet the needs of the Board and the Royal BC Museum.

Members: Lillian White (Chair); Daphne Corbett; Peter Gustavson; ex-officio members: John Williams; Jack Lohman, Chief Executive Officer; staff member: Faye Zinck, Chief Financial Officer

Strategic Fund Development

Purpose: Participating in strategic fund development activities that support the implementation of the fundraising plan.

Members: Marg Vandenberg (Chair); Susan Knott; Terry Segarty; Stuart (Bud) Smith; ex-officio members: John Williams; Jack Lohman, Chief Executive Officer; staff member: Camille Cuthill, Director, Development

Governance and Nominating

Purpose: Overseeing the Board's nominating and governance activities, establishing criteria for Board membership, pre-screening and recommending candidates, managing Board orientations and evaluations, maintaining documentation, managing corporate governance and monitoring Board effectiveness.

Members: Susan Knott (Chair); Lynne Kennedy; Stuart (Bud) Smith; Neil Sterritt, Lillian White; ex-officio members: John Williams; Jack Lohman, Chief Executive Officer

We Say Goodbye to a Transformative CEO ...

In May, Pauline Rafferty, our CEO of 10 years, announced her retirement.

A trained archaeologist, Pauline Rafferty joined the Royal BC Museum in 1992 to lead our Operations team. In 2001, she was appointed CEO. Her accomplishments during her tenure are truly impressive; among a host of other undertakings, she led our establishment as a Crown corporation, oversaw the integration of the Royal BC Museum and the Provincial Archives and championed our long-term redevelopment plan.

In what she calls "one of the best jobs in British Columbia," Pauline Rafferty consistently proved her passion for strengthening our position as one of the world's foremost cultural institutions. And although she intends to continue to be involved with the organization, in her role as an extraordinarily effective and transformative executive, she will be greatly missed.

... and Welcome her Able Successor

As of March 26, Jack Lohman took over the reins as CEO.

Chosen from an international field of candidates, Jack Lohman has extensive experience in building great museums, which made him a natural fit. He has been Director of the Museum of London since 2002, where he led a $32 million redevelopment of their Galleries o Modern London. And his broad background in architecture and conservation will be of huge benefit as we move into the architectural design phase of our revitalization.

In addition to his role as CEO, Jack Lohman is the Chairman of the National Museum in Warsaw, Poland, an advisor to the State of Qatar on the Msheireb Heritage Quarter, an advisor to the Institute of National Museums of Rwanda, a teacher of Museum Design and Communication at the Bergen National Academy of the Arts in Norway, and editor-in-chief of UNESCO's publication series, *Museums and Diversity*.

Human Resources

Purpose: Assisting the Board in fulfilling its obligations relating to human resource succession and performance review of the CEO and related matters.

Members: John Williams (Chair), Donald Hayes (not a member of the RBCM Board), Susan Knott

Ad Hoc Committees

Site Development

Purpose: Advising the Board on our Master Plan and Royal BC Museum renewal, and overseeing and establishing policies for management of the Royal BC Museum land and property.

Members: John Williams (Chair); Daphne Corbett; Murray Farmer (not a member of the RBCM Board); Lynne Kennedy; Graham Lee; ex-officio member: Jack Lohman, Chief Executive Officer; staff member: Angela Williams, Director, Business and Operational Services

Wing Sang Project

Purpose: Overseeing the Royal BC Museum's satellite gallery at the Wing Sang building in Vancouver. Operating from June to September starting June 2012, the Wing Sang is intended to raise the museum's profile in the Lower Mainland, and provide a base to assist in establishing relationships with influential stakeholders in Vancouver.

Members: Donald Hayes (Chair) (not a member of the RBCM Board), Lynne Kennedy, Susan Knott, Marg Vandenberg, ex-officio members: John Williams; Jack Lohman, Chief Executive Officer; staff member: Angela Williams, Director, Business and Operational Services

The Royal BC Museum Board of Directors acts in accordance with the *Best Practices Guidelines Governance and Disclosure Guidelines for Governing Boards of BC Public Sector Organizations*, which can be found at www.lcs.gov.bc.ca/brdo/governance/corporateguidelines.pdf. Detailed information about our Board of Directors can be found at www.royalbcmuseum.bc.ca/about_RBCM/Directors.aspx.

Royal BC Museum Senior Management

Pauline Rafferty	Chief Executive Officer, (1992 to March 23, 2012)
Jack Lohman	Chief Executive Officer (as of March 26, 2012)
Faye Zinck	Chief Financial Officer
Camille Cuthill	Director, Development
Gary Mitchell	Director, Collections, Research and Access Services
Angela Williams	Director, Business and Operational Services
Tim Willis	Director, Exhibitions and Visitor Experience

We are Setting Up Shop in the Big City

In September, we proudly announced another Royal BC Museum 'first': a satellite museum. The Royal BC Museum at Wing Sang will occupy 697 square meters (7,500 square feet) of modern gallery space in a gorgeous heritage building. The oldest structure in Vancouver's historic Chinatown, the Wing Sang boasts a colourful past and a careful recent restoration. We'll be open this summer from June to September.

Heartfelt thanks go to our Sustaining Patron, Bob Rennie, who, through his donation of this gallery space, is helping us realize our vision of providing greater public access to our collections.

Black Crappie (Pomoxis nigromaculatus) *specimen from Bottled Beauty Exhibition, Royal BC Museum at Wing Sang.*

Royal BC Museum at Wing Sang.

Photograph: Martin Tessler

The Other Emily: Redefining Emily Carr *Exhibition.*

Report on Performance

To fulfil our mandate and achieve our vision, the Royal BC Museum has established three key goals:

1. Support collections that are representative of the human and natural history of BC;
2. Offer an exceptional standard of visitor welcome, hospitality and service; and
3. Be a sustainable, high-performing organization.

For each goal, strategies and performance measures were established in the 2010/11 to 2011/12 *Service Plan Update*. The results for 2011/12 are shown below compared to 2009/10 and 2010/11 results and targets for 2012/13, 2013/14 and 2014/15.

Benchmark Comparisons

To date, we have not found comparable benchmarks for the Royal BC Museum for our stated performance measures. We are unique in that we are not just a museum and archives; we are both. Thus, no comparable data exist from which to draw comparisons. However, the processes we use to manage risks to the collection meet the best practices of major museums and archives in Canada. Each institution adopts unique solutions since each has a specialized collection and inherent challenges. We will continue to examine benchmarks set by other museums and archives in Canada in the interests of comparing our performance.

Goal 1	Strategies
Support collections that are representative of the human and natural history of BC	1.1 Advance management of collections by implementing solutions to address highest risks in order to protect the longevity of the collections 1.2 Generate new information using collections-based research in order to reveal the unique BC story

Performance Measures	Actual 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12	Target 2012/13	Target 2013/14	Target 2014/15
PM 1 Collection risk management index	86%	88%	86%	84%	84%	82%	80%
PM 2 Number of publications	50	29	67	26	33	35	37

Importance of the Performance Measures

PM.1 The collection management risk index indicates how much of the collection is housed adequately according to international standards; thus it is a measurement of how we are performing our stewardship role for the provincial collections (i.e. how well we are protecting and preserving the provincial museum and provincial archives collections).

PM.2 The number of publications illustrates how, through our vibrant collections-based research program, we are continually adding to our understanding of biodiversity, human diversity and the interrelationships between people and nature in British Columbia. Our ongoing research contributes to the wellbeing of the entire province – culturally, academically, environmentally and economically.

Performance Analysis

PM.1 Our collection storage facilities are aging, compromising our ability to meet international standards, and continuing to lower the risk management index for our collections. Mitigations include the acquisition of interim cool/cold storage for collections currently at highest risk. However, the risk management index will not increase (showing a positive result for efforts to protect and preserve the collections) until a purpose-built facility has been constructed and the collections transferred to it.

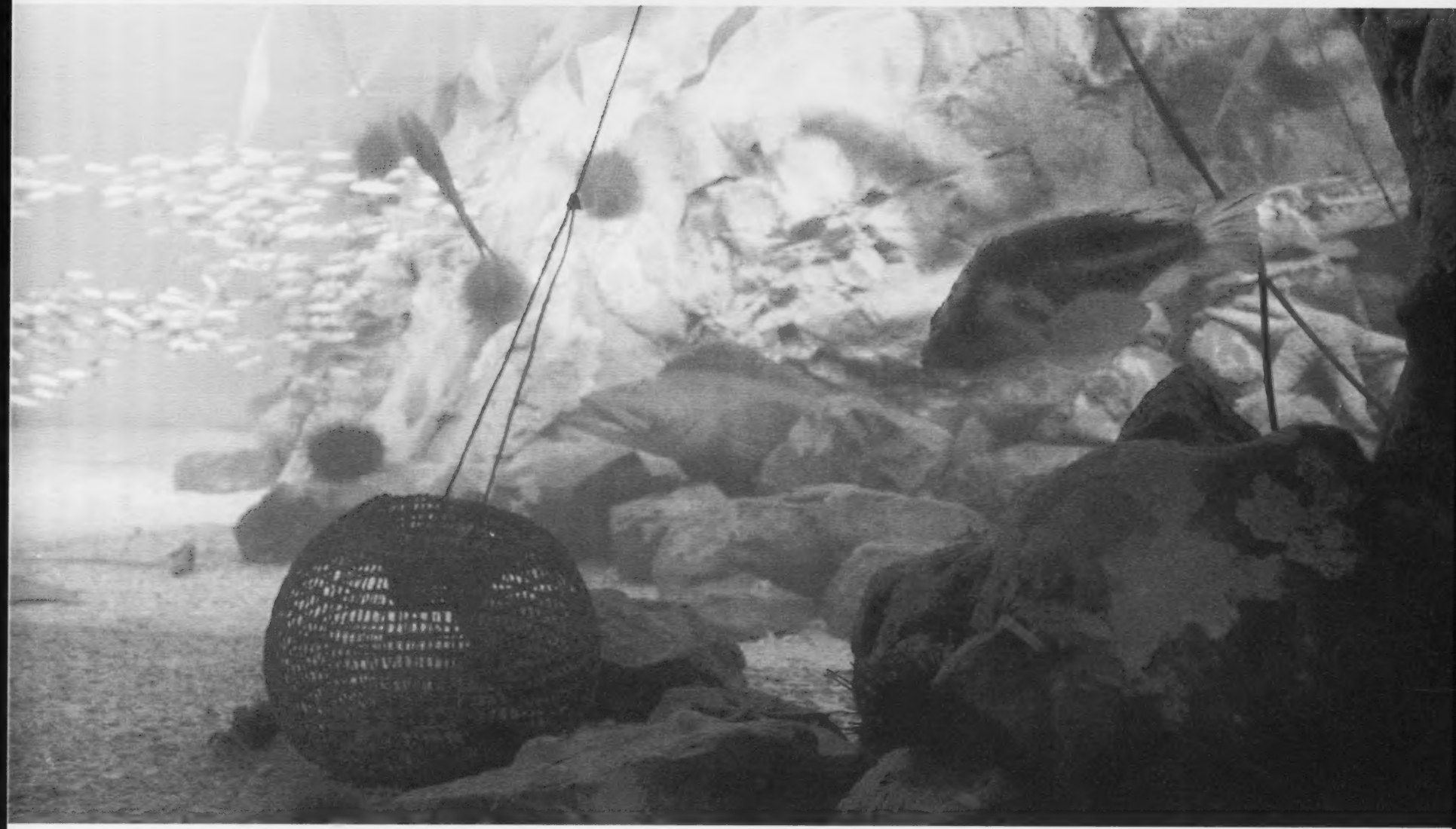
PM.2 The number of publications was lower than originally targeted, as curatorial staff time was refocused on implementing *Behind the Scenes*, *The Other Emily*, *Aliens Among Us* and on preparing for *Curious* at the Royal BC Museum at Wing Sang in Vancouver.

Data Sources for Performance Measures

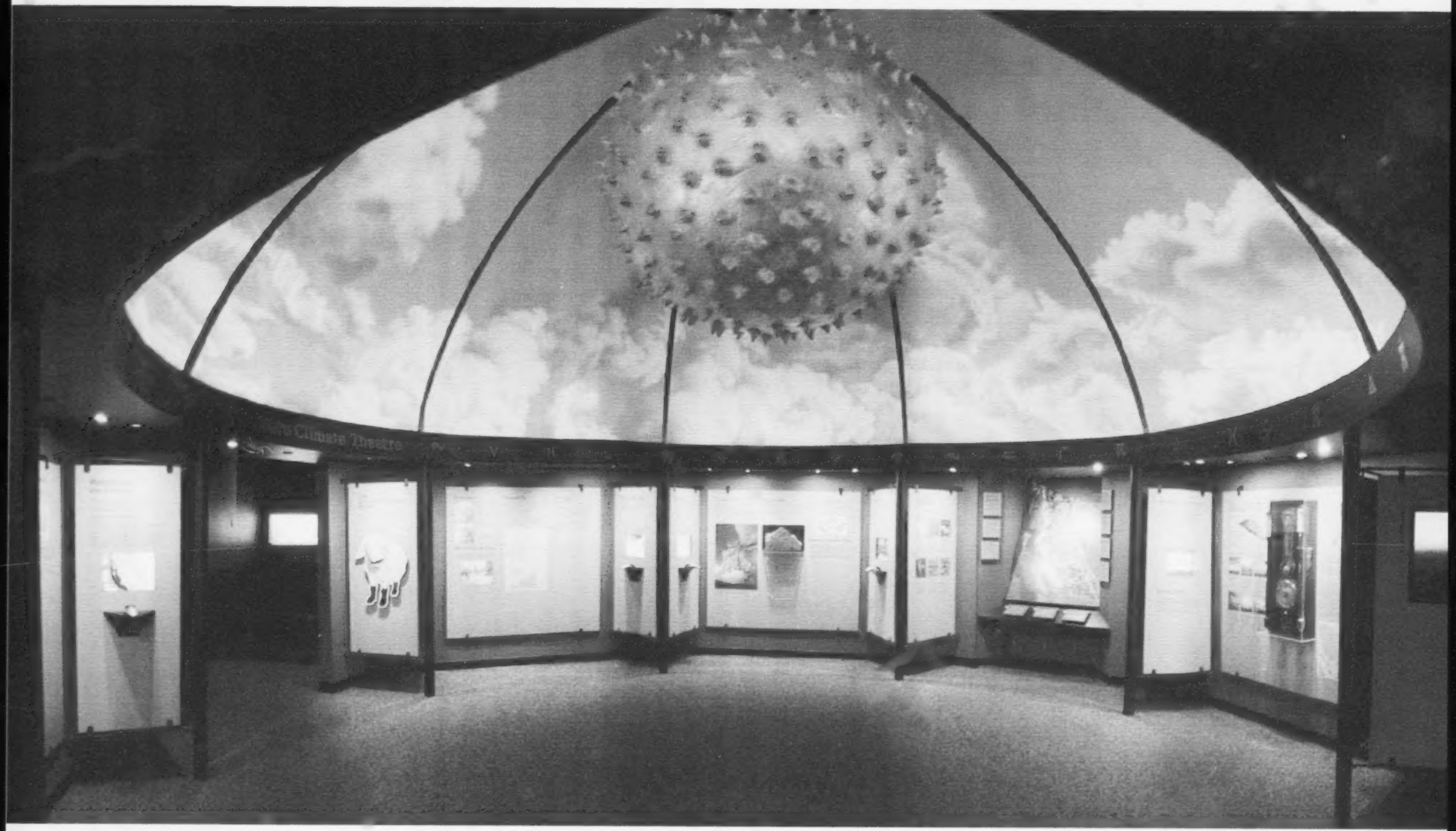
PM.1 The collection risk management index is the percentage of the total number of units in the collection (artifacts, archives and specimens) that are being stored adequately according to international standards. The initial risk assessment was conducted through 2004 and 2005 and targets were set with increases of 2% per year. Achievements are calculated by the number of items housed in proper storage divided by the total number of items needing storage. The assessment is based on current knowledge and professional judgment. We cannot say with certainty that we have identified all critical gaps.

PM.2 This measure is based on the actual number of titles published or in progress of publication from April 1, 2011 to March 31, 2012. Titles in progress of publication were submitted by the author to the publishing agency prior to March 31, 2012. Publishing priorities and scheduling influence the exact date of publication release, factors outside the control of the author and the Royal BC Museum. We emphasize publishing in peer-reviewed publications. This data is reliable and verifiable by direct inspection.

Living Land, Living Sea *gallery.*



In the Climate Change exhibition, a silver weather balloon hovers in the sky above education stations.



Goal 2	Strategies
Be an organization that offers an exceptional standard of visitor welcome, hospitality and service	2.1 Create an experience that engages and encourages visitors to explore the BC story in order to enrich people's lives

Performance Measures	Actual 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12	Target 2012/13	Target 2013/14	Target 2014/15
PM.3 Visitor volume on-site and online	0.40 M 16.28 M on website	0.423 M 14.6 M on website	.42 M visitors; 5 M page views and .35 M web visits	.46 M visitors; 5.8 M page views and .48 M web visits	.45 M visitors; 5.2 M page views and .37 M web visits	.46 M visitors; 5.3 M page views and .39 M web visits	.47 M visitors; 5.4 M page views and .4 M web visits
PM.4 % of people using our services who report they are satisfied	87%	88%	89%	100%	90%	91%	92%
PM.5 % of visitors reporting an increased understanding of the BC Story	Not measured	78%	92%	84%	80%	82%	84%

Importance of the Performance Measures

PM.3 Visitor volume on-site and online is fundamental in assessing our success in attracting visitors.

PM.4 This measures our ability to provide a welcoming environment, and shows our success in increasing visitor understanding – key to building long-term relationships and repeat visits.

PM.5 This measure shows our success in sharing the story of BC with our visitors. This is key to building long-term relationships and repeat visitation. This data is collected through an annual survey. This data is tightly controlled and is reliable.

Performance Analysis

PM.3 Despite a continued downturn in the tourism market in Victoria, the Royal BC Museum saw an increase in visitor numbers. Aggressive marketing, increased earned media and compelling exhibitions and programs all contributed to this increase. With increased social media outreach and new digital offerings such as smartphone applications, the Royal BC Museum corporate website also saw a significant increase in traffic.

PM.4 A survey of 188 visitors in a random exit interview reported 100% satisfaction. These results, along with customer service comment cards, demonstrate that visitors are satisfied with service and the Royal BC Museum is providing a good overall product.

PM.5 A comprehensive visitor study in 2011 identified a high number of repeat visitors. Targets were adjusted accordingly,

with the understanding that many visitors already have extensive knowledge about the BC story.

Data Sources for Performance Measures

PM.3 This reflects entrance and website statistics for the period April 1, 2011 to March 31, 2012. This data is tightly controlled and is reliable.

PM.4 The data for PM.4 was gathered from a response of 188 visitors in random exit interviews during March, 2012. The data is reliable with 97.2% confidence, 19 times out of 20. Visitors were asked to rate the quality of their visit from Poor, Satisfactory to Excellent. All visitors responded with Satisfactory (16%) or Excellent (84%). This figure is also captured through comment cards that are tallied on a regular basis. (Note: PM.4 measures satisfaction for on-site visitations and does not include web visits.)

PM.5 This data was gathered from a response of 188 visitors in random exit interviews during March, 2012. The data is reliable with 97.2% confidence, 19 times out of 20. (Note: PM.5 measures only on-site visitations and does not include web visits.)

First Peoples *gallery.*

Goal 3	Strategies
Be a sustainable, high-performing organization	3.1 Diversify and increase revenue sources in order to achieve our mission 3.2 Create a highly motivated workforce in order to achieve excellence in fulfilling our mission 3.3 Establish relationships and invite partnerships in order to attain a broad base of community support 3.4 Be responsible managers of our property and infrastructure by focusing on prevention in order to reduce risks and environmental impact

Performance Measures	Actual 2009/10	Actual 2010/11	Target 2011/12	Actual 2011/12	Target 2012/13	Target 2013/14	Target 2014/15
PM 6 Revenue earned from operations	$7.48 M	$6.5 M	$6.6 M	$7.02 M	$6.8 M	$7.3 M	$7.3 M
PM 7 % of staff reporting they are satisfied or very satisfied	85%	Non survey year	In areas where survey results were below 3 out of 5, achieve 4.0	83% participation rate	Non survey year	response rate = greater than 75% of employees are engaged	Non survey year
Rating out of 5	4.4			70% of staff are engaged 27% of staff reported being "somewhat engaged"			
PM 8 Community support through in-kind goods and services, volunteer support, donations and sponsorships	40,000	40,000	42,000	40,000	42,000	42,000	42,000 volunteer hours
	$1.42 M	$0.85 M	In-kind media: $0.2 M; earned media: $.95 M	In-kind media: $0.35 M; earned media: $.98 M	In-kind media: $0.225 M; earned media: $1 M	In-kind media: $0.25 M; earned media: $1.05 M	In-kind media: $0.3 M; earned media: $1.1 M
	Donations: $0.328 M	Donations: $0.968 M	Donations: $0.6 M	Donations: $1.043 M	Donations: $0.5 M	Donations: $0.6 M	Donations: $0.75 M
	Sponsorship: $0.493 M	Sponsorship: $0.412 M	Sponsorship: $0.6 M	Sponsorship: $0.161 M	Sponsorship: $0.55 M	Sponsorship: $0.6 M	Sponsorship: $0.65 M

Importance of the Performance Measures

PM.6 Revenue earned from operations indicates our progress in diversifying our revenue base and achieving greater financial self-sufficiency. For the Royal BC Museum, complete self-sufficiency is not a viable target, as several of our most significant activities – such as maintaining the provincial archives or preserving natural history specimens – while vital to the public good, do not generate revenue.

PM.7 The Royal BC Museum provides superior economic and scholarly leadership in the province and around the world. We want to employ staff who are highly engaged, motivated and committed to bringing our vision to fruition. The Royal BC Museum regularly monitors and revises programs to ensure staff members have the resources they need; the Corporation also documents the steps taken to address any issues raised by employees.

PM.8 To achieve our goals, we need support from all sides: our volunteers, our community and our donors. PM.8 examines the general level of support for the Royal BC Museum throughout the province, with a special focus on Victoria and the Lower Mainland. The measure provides a snapshot of the level of volunteering at the Royal BC Museum, and of the support we have from the business community. It is also a good predictor of our ability to attract and retain volunteers and generate revenue through sponsorships and donations.

Performance Analysis

PM.6 The economic downturn and slump in tourism provincially meant attendance, and thus revenue, was lower than projected. However, increased visitation over 2010/11 and reduced expenditures resulted in a net income for the year of $0.034 million.

PM.7 The Royal BC Museum was one of BC's Top Employers for the fifth consecutive year. The 2011 Employee Survey indicated that 97% of our staff are engaged (70%) or somewhat engaged (27%); with a response rate accuracy of +/-3% with a 95% confidence level. 106 of 125 employees (at time of survey) responded (83% response rate)

PM.8 The number of volunteer hours was lower than the target as fewer volunteers were required this year in the galleries.

In-kind media contributions were higher than projected, reflecting support beyond original commitments from Pattison Outdoor, The Bay Centre and CTV.

Earned media was higher than expected because of increased coverage generated by media events and stories distributed by the communication team.

Donations were higher than target as, for the first time, we recognized gifts-in-kind to the collections, representing approximately $400,000 in fiscal 2011/12. There is no formula that can predetermine what the annual value of such gifts-in-kind will be. They will however be included in future forecasts.

Sponsorships were lower than expected due to the absence of a Director of Development for 9.5 months in fiscal 2011/12, a loss of 25% of the development team. As well, with the anticipated change in both the CEO and Director of Development positions, several fundraising decisions were tabled.

Data Sources for Performance Measures

PM.6 The data for PM.6 is drawn from the Royal BC Museum financial system for the period April 1, 2011 to March 31, 2012 and is reliable.

PM.7 An Employee Engagement Survey has been fielded since 2004 and takes place every second year, with 2011/12 being a survey year. The Royal BC Museum regularly monitors and revises programs to ensure staff members have the resources they need.

PM.8 An on-line (web based) volunteer management database was implemented in 2010/11 which enables volunteers to register their hours and the reporting includes the period April 1, 2011 to March 31, 2012. Financial support data are tracked through databases consistent with the standards of professional fundraising organizations and the Royal BC Museum financial system for the period April 1, 2011 to March 31, 2012.

Progress Against Shareholder's Letter of Expectations

Below are the specific directions outlined in the Shareholder's Letter of Expectations and the Royal BC Museum Corporation's actions in fiscal 2011/12. Further details about our specific accomplishments are in the Year in the Review.

Specific Direction	Royal BC Museum Action in 2011/12
• To operate the business of the corporation including: maintaining collections and archives of the government, managing the building complex and driving revenue.	• We continue to operate and maintain the museum and archives with a view to the future that ensures our relevance to the people of British Columbia and, in turn, increases our revenue. • Ongoing food service, retail and royalty agreements with the IMAX Theatre and Willie's Bakery (operators of the Museum Café and Royale kiosk) enhance our financial position and provide services to visitors. • After consultation with multiple stakeholders including all levels of government, the community and our visitors, we received zoning from the City of Victoria that will allow us to move forward to plan a new home for our collections. • Jack Lohman, former Director of the Museum of London, was chosen as new CEO for the Royal BC Museum. He brings with him extensive international experience and expertise to sharpen the museum and archives vision. • Aggressive marketing and communication campaigns, support from tourism partners such as Tourism Victoria, and engaging exhibitions increased our admissions revenue while new digital content and programs increased our web and social media audiences this year. • We continue to acquire new collections. Thousands of artifacts, specimens and archival records associated with BC's natural history and human history were rewiewed by curatorial staff (see Appendix A for details). • Plans were unveiled for the opening of a new satellite museum in Vancouver, offering the Royal BC Museum experience in the largest city in the province through a generous donation of space by our Sustaining Partner, Rennie Marketing Systems. *Royal BC Museum at Wing Sang* opens in June 2012, and significant partnerships with Tourism Vancouver, Tourism Richmond, neighbouring cultural institutions and tourism partners will contribute to its success. • Our exhibitions included *Wildlife Photographer of the Year*, *The Other Emily* and *Behind the Scenes*. • We launched a new virtual exhibition *Aliens Among Us* along with a partner smartphone app, and piloted a new mobile wayfinding application called *Wifarer*. • We continued with our focus on children and families, introducing *Wonder Sundays*, a new monthly series designed to engage and educate families.

Direction From Shareholder, *cont.*	Royal BC Museum Actions 2011/12, *cont.*
• To implement sustainable fundraising programs that include philanthropic giving, sponsorships, grants and corporate partnerships.	• Our fundraising activities raised $169,179 toward expanding and caring for the collection, supporting world-class research, sharing new knowledge with families across BC and developing engaging exhibitions. • *Artifact or Artifiction*, our annual fundraising gala sold out and raised $82,000. • A new Director of Development, Camille Cuthill, joined our team this year bringing new ideas and twenty-five years' experience in the health care and education sectors. • We receive exhibition support from sponsors including Shaw Communications, London Drugs and CIBC contributing to the success of *The Other Emily: Redefining Emily Carr*. • Overall we received $1.2 million in donations and in-kind support including individual donations, federal and provincial funding, grants and sponsorships. • Our media partners CTV, Times Colonist and CHEK TV offered significant support.
• To provide leadership to the museum and archives community in British Columbia through sharing of expertise and knowledge as well as supporting community initiatives through the loan of collections material.	In 2011/12 we continued to be a: • cultural sector leader in BC and Canada with staff serving on the BC Museums Association Council and the Alliance for Natural History Museums of Canada, and sharing expertise and advice with other cultural institutions through numerous publications and symposia, • place of research and expertise with museum and archives staff from around the world accessing our collections, • business leader receiving the 2011 BC Top Employers award, • community leader with staff receiving the Queen Elizabeth II Diamond Jubilee Medal.

Direction From Shareholder, *cont.*

- To comply with the Shareholder's requirements to be carbon neutral under the *Greenhouse Gas Reductions Targets Act*, including: accurately defining, measuring, reporting on and verifying the greenhouse gas emissions from the Corporation's operations, implementing aggressive measures to reduce these emissions and reporting on these reduction measures and reduction plans; and offsetting any remaining emissions through the investments in the Pacific Carbon Trust.

Royal BC Museum Actions 2011/12, *cont.*

We continue to demonstrate leadership in sustainable operations and have undertaken the following:

- installed low flush toilets and Dyson Airblade hand dryers in public washrooms,
- upgraded additional galleries to more energy-efficient lighting with controller cabinets,
- installed energy-saving LED lighting on the exterior of the Royal BC Museum and Mungo Martin House,
- continued to be a bottled-water-free zone, and we do not purchase bottled water for our meetings or events,
- purchased and installed a recycling centre in our student lunch room and installed exterior recycling containers for aluminum/glass/cans,
- purchased and installed six recycled concrete picnic tables
- installed a hot-water-on-demand water heater in Helmcken House,
- continued to purchase only 100% recycled photocopier and printer paper,
- participated in Earth Hour on March 31, 2012 and we left off all non-essential lighting all night, not just for one hour,
- landscaped using environmentally friendly plants and reduced water use on our grounds,
- participated in in the Continuous Optimization program with BC Hydro which allows us to determine areas where additional energy savings can be made,
- acted as a pilot organization for Greenhouse Gas Self-Certification (audited) process in partnership with the Climate Action Secretariat,
- continued to develop, adopt and promote environmentally sustainable practices and processes in all of our operations and in the greater community, including video and phone conferencing and internet meeting, e.g., LiveMeeting, instead of traveling to meetings,
- continued working with our Sustainability Policy and staff Sustainability Committee to keep us moving forward.

Visit http://www.royalbcmuseum.bc.ca/About_RBCM/sustainability.aspx for more information about our sustainability program.

The Shareholder's Letter of Expectation can be found at http://www.royalbcmuseum.bc.ca/Reports_Policy/Shrhldrs_Ltr.aspx.

A replica of Captain George Vancouver's ship Discovery, History gallery.

Financial Report

Management Discussion and Analysis

The Royal BC Museum (RBCM) is committed to a strong financial foundation for the delivery of quality museum and archival services. The RBCM builds accountability into its operational financial planning and reporting. We promote a culture that fosters excellence in best practices for continued improvement. The RBCM is accountable to our Shareholder, the Province of British Columbia and to all British Columbians in implementing our mandate.

For a third year the economic downturn in both consumer spending and travel had an impact on our revenue. We hosted two exhibitions at an expense of $0.15 million. The attendance was lower than forecast and the admission revenue was $0.17 million less than forecast. However, we were encouraged by stronger attendance and revenue than the previous fiscal year which indicates potential economic recovery. We took prompt action to develop strategies to mitigate the reduction in revenue by reducing expenditures. The result was a net income for the year of $0.034 million.

	2010/11 Actual ($M)	2011/12 Actual ($M)	2011/12 Budget ($M)	Budget Variance ($M)	Year Variance ($M)	2012/13 Forecast ($M)	2013/14 Forecast ($M)	2014/15 Forecast ($M)
Revenue								
Province of British Columbia operating contributions	12.166	12.166	12.166	0.000	0.000	12.166	12.166	12.166
Museum admission fees	2.785	3.026	3.196	(0.170)	0.241	4.106	4.297	4.297
Other income	3.693	3.993	2.507	1.486	0.300	2.786	3.000	3.016
Total Revenue	18.644	19.185	17.869	1.316	0.541	19.058	19.463	19.479
Expenses								
Salaries and benefits	8.908	8.863	9.056	(0.193)	(0.045)	9.115	9.115	9.115
Building	2.074	2.340	2.127	0.213	0.266	2.189	2.211	2.233
Taxes - City of Victoria	0.652	0.671	0.666	0.005	0.019	0.693	0.700	0.707
Security	0.834	0.896	0.826	0.070	0.062	0.902	0.911	0.920
Special exhibitions	0.448	0.194	0.150	0.044	(0.254)	1.142	1.300	1.300
Amortization	1.280	1.244	1.284	(0.040)	(0.036)	1.342	1.370	1.298
Other operating costs	4.395	4.943	3.660	1.283	0.548	3.575	3.755	3.800
Total Expenses	18.591	19.151	17.769	1.382	0.560	18.958	19.362	19.373
Annual Surplus (Deficit) of Revenues Over Expenses	0.053	0.034	0.100	(0.066)	(0.019)	0.100	0.101	0.106
Net Assets at beginning of year	12.738	12.791				12.825	12.925	13.026
Net Assets at end of year	**12.791**	**12.825**				**12.925**	**13.026**	**13.132**
Capital Expenditures	5.575	0.548				2.256	1.255	0.505
Debt	0.000	0.000				0.000	0.000	0.000

The above financial information was prepared based on current Public Sector Accounting Principles.

Statement of Financial Position

Cash and short-term investments increased by $1.0 million due to timing of receipt of external funding for both capital and designated projects. In 2011/12, $0.55 million ($5.6 million 2010/11) was invested in new capital assets. Of these capital projects, 50% was funded by operations and 50% was funded through external sources.

Deferred revenue includes funding received for designated projects, membership fees and advance payments for service. These revenues are recognized when the project is completed or service is provided. Membership fees are recognized over the term of the membership.

Deferred capital contributions includes funding received from external sources for capital projects. These funds are recognized as revenue over the expected life of the corresponding capital asset. No additional funds were received in 2011/12.

Deferred exhibition costs are expenditures made for exhibitions opening in future fiscal years. The balance has increased by $0.35 million due to costs incurred to produce the upcoming *Dinosaurs: Ancient Fossils, New Discoveries* and *Queen Elizabeth II: A Diamond Jubilee Celebration* exhibitions opening during the summer of 2012.

Statement of Operations

Our operating contribution from the Province of British Columbia has not changed at $12.166 million.

Revenue

65% of operational activities were funded by the annual contribution from the Province of British Columbia. This contribution helps to ensure the best possible stewardship of the collections of British Columbia.

During 2011/12, admission fees represented 16% of total revenue (15% 2010/11). Admission fees fluctuate from year to year depending on the special exhibition being hosted and the economic climate.

Other income was higher than budgeted in 2011/12 due to a sizable donation of $1.2 million. This donation was provided to the Royal BC Museum Foundation (Foundation) for management and therefore there is a corresponding donation expense which includes this donation. Other income also includes royalties, rents, commissions and grants.

We make every effort to maximize revenue resources through business operations. 19% of operations in 2011/12 (19% in 2010/11) were supported by this revenue.

Expenses

Total expenses in 2011/12 were $19.1 million comparable to $18.6 million in 2010/11.

Salaries & benefits – The workforce consists largely of highly skilled full-time employees. The RBCM was at a full staff complement in 2011/12. Salaries in 2010/11 were lower than 2011/12 as the RBCM deferred hiring of staff for vacant positions due to retirements until 2011/12. The RBCM operations are supported by a large and dedicated group of volunteers who offered approximately 40,000 hours of service.

Building costs – The RBCM continues to upgrade its facilities and complete maintenance projects. Building costs increased by $0.27 million due to structural repairs required as a result of a water leak and upgrades to the HVAC systems in the exhibition galleries. Building expenses include hydro, water, gas, cleaning costs, warehouse leasing, and preventive maintenance.

Amortization – Represents the cost of externally and operationally funded capital investments in buildings, permanent exhibitions, operating equipment, and information technology hardware and software. The expense is recognized over the expected life of the capital asset.

Exhibition costs –In 2011/12 the RBCM hosted the internally produced exhibition, *Behind the Scenes featuring The Other Emily* and the travelling exhibition *Wildlife Photographer of the Year 2011*. In 2010/11 the RBCM hosted the internally produced exhibition *Behind the Scenes featuring Invasive Species*.

Other operating costs include a wide range of functions that impact all areas including: care and management of the collections, insurance, security, travel, bank charges, program and exhibition management, human resources, volunteer resources, information systems, marketing and communications, general office supplies and professional services. These costs were $4.94 million, $1.28 million higher than forecast and $0.55 million higher than 2010/11. 2010/11 costs included expenses related to HVAC feasibility studies and an Invasive Species web project, both of which were fully funded by external sources. The increase in other operating costs for 2011/12 is a direct result of more funded projects in this fiscal year.

Collections and Artifacts – the value of the donated collections and artifacts varies each year based on the fair market value of the items received. In 2010/11 the RBCM purchased an artifact, the Grizzly Bear Mantelpiece by Bill Reid, for $0.75 million. This purchase was fully funded by

a donation received in the same amount. No comparable purchases were made in 2011/12.

Donations – In 2011/12, the RBCM received a sizable donation of $1.2 million. This donation along with donations received through the Box Office were provided to the Foundation to be used for funding future museum projects. In 2010/11 the donations included only those received through the Box Office.

Capital

The upgrade to the fire suppression systems in Helmcken House and St. Ann's Schoolhouse were completed this year, along with further improvements to the new collection management application which will provide the public with increased access to the collections. Additionally, the RBCM purchased a digital asset management application to ensure proper stewardship and management of all digital images that form part of the collections.

Summary of Financial Results over 5 years

	2011/12 Actual ($M)	2011/12 Budget ($M)	2010/11 Actual ($M)	2009/10 Actual ($M)	2008/09 Actual ($M)	2007/08 Actual ($M)
Revenue						
Province of British Columbia operating contributions	12.166	12.166	12.166	12.166	12.648	12.473
Museum admission fees	3.026	3.196	2.785	5.158	3.104	9.738
Other income	3.993	2.507	3.693	2.325	4.809	3.606
Total Revenue	19.185	17.869	18.644	19.649	20.561	25.817
Expenses						
Salaries and benefits	8.863	9.056	8.908	9.198	9.060	9.015
Building	2.340	2.127	2.074	2.020	2.145	2.615
Taxes - City of Victoria	0.671	0.666	0.652	0.741	0.696	0.965
Security	0.896	0.826	0.834	0.919	0.925	0.935
Special exhibitions	0.194	0.150	0.448	2.888	2.214	4.495
Amortization	1.244	1.284	1.280	1.104	0.964	0.883
Other operating costs	4.943	3.660	4.395	3.136	4.533	6.896
Total Expenses	19.151	17.769	18.591	20.006	20.537	25.804
Annual Surplus (Deficit) of Revenues Over Expenses	0.034	0.100	0.053	(0.357)	0.024	0.013
Net Assets at beginning of year	12.791		12.738	13.095	13.071	13.057
Net Assets at end of year	**12.825**		**12.791**	**12.738**	**13.095**	**13.071**
Capital Expenditures	0.548		5.575	5.716	2.203	0.774
Debt	0.000		0.000	0.000	0.000	0.000

Partners

The RBCM enjoys a long-standing partnership with the Royal BC Museum Foundation (Foundation). The Foundation operates the Royal Museum Shop, supports projects undertaken by the RBCM, and collects donations, bequests and endowments. Formal endowment programs have been established through the Foundation in support of the development and care of the RBCM collections. The Foundation holds $0.8 million in an endowment fund and a further $3.8 million in restricted funds for specific projects. The Vancouver Foundation holds $0.01 million while the Victoria Foundation holds $2.1 million in endowment funds and $0.2 million in other funds on behalf of the RBCM.

The RBCM partners with and receives royalties from the owners and operators of the National Geographic IMAX Theatre, Destination Cinema Incorporated (DCI). This mutually beneficial agreement between DCI and the RBCM is for a 30-year period and expires in 2028.

The Friends of the British Columbia Archives is an incorporated, not-for-profit organization managed by a Board of Directors elected from its membership. Its purpose is to support and foster awareness of the BC Archives.

Food service and retail agreements enhance our financial position and provide services to our visitors. Willie's Bakery operates both the Museum Café and the Café Royale kiosk in the courtyard of the cultural precinct.

Risks and Uncertainties

Like other Canadian cultural institutions and organizations, the RBCM faces issues as outlined in the 2012/13 – 2014/15 Service Plan. Attendance is influenced by global trends in tourism and fluctuates when we host temporary exhibitions. Museums across North America are grappling with a generalized trend toward declining attendance. Due to a tempered outlook for tourism in the coming years, the RBCM remains cautious in projecting revenues generated from admissions. In order to broaden the visitor base – and thereby increase revenues – the galleries need to be revitalized and the visitor experience brought into closer alignment with the public's increasingly sophisticated expectations of what a museum should be.

It is difficult to offset operating cost increases by earned revenue increases. The collections continue to develop in size and significance, which increases costs for care and management. If visitor levels do not meet targets, our ability to fulfill our mandate may be jeopardized. The RBCM must earn greater than $6.5 million in annual revenue in addition to its provincial operating grant, to meet essential operating budget requirements of $18.6 million. Earned revenue from new sources is not increasing at the same rate as operating costs, and this places a strain on available resources.

The workforce is aging, leading to a potential shortage of professionals. Over the past two years 9.6% of RBCM staff retired; in the next five years, 38.9% of our staff will be eligible to retire. Ensuring significant time for knowledge transfer is critical. An investment in employee training and development is being made in order to lessen future recruitment and replacement costs.

And of course, our facilities get older with each passing year. At more than 40 years of age, the Fannin tower and exhibition hall increasingly require repairs and maintenance to keep functioning. Infrastructure renewal projects will be carried out as finances permit in the years to come.

Future Outlook

Going forward, financial projections indicate modestly positive operating results. The RBCM faces increased challenges, however, resulting from no increases in the operating contribution from the provincial government combined with the moderating effects of a global recession and potential wage increases as a result of settlement of public sector collective bargaining agreements. We expect admissions revenues earned from the temporary exhibitions to be hosted throughout 2012/13 to assist in mitigating these pressures. We have a firm vision in place to guide the organization's progress and development.

Enhancing existing and establishing new revenue-generating activities is essential to attain our goal of financial sustainability. The fundraising success of the RBCM is necessary to the maintenance and growth of our business operations and revitalizing of our galleries and precinct.

Capital investments are still very much required by the RBCM in order to continue to upgrade the buildings to adequately care for the British Columbia collections.

Summary

In our efforts to remain a world-renowned museum and archives while at the same time preserving BC's rich history, operating challenges are evident. Maintaining our excellent standing requires that we go forward and implement our vision with the support of government, community members and the visiting public.

Royal British Columbia Museum Corporation

Financial Statements

March 31, 2012

CONTENTS

37 Management's Report

38 Independent Auditors' Report

Financial Statements

39 Statement of Financial Position

40 Statement of Operations

41 Statement of Changes in Net Financial Position

42 Statement of Cash Flows

43 Notes to the Financial Statements

Management's Report

The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of the data in these financial statements are management's responsibility. Financial information presented elsewhere in the Annual Report is consistent with that in the financial statements.

Management is also responsible for the safeguarding of financial and operating systems, which include effective controls to provide reasonable assurance that the Corporation's assets are safeguarded and that reliable financial information is produced.

The Board of Directors is responsible for ensuring management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee. The Finance and Audit Committee meets regularly with management and the external auditors have full and free access to the Committee. The Board of Directors, whose members are not involved in the day-to-day activities of the Corporation, are responsible for the review and approval of the financial statements.

Hayes Stewart Little & Co. has audited the financial statements in accordance with Canadian auditing standards.

Sincerely,

Jack Lohman
Chief Executive Officer

Faye Zinck
Chief Financial Officer

Victoria, BC
May 22, 2012

HAYES STEWART LITTLE & COMPANY
CHARTERED ACCOUNTANTS

www.hslco.com

Independent Auditors' Report

To the Board of Directors of the Royal British Columbia Museum Corporation

Report on Financial Statements

We have audited the accompanying financial statements of the Royal British Columbia Museum Corporation, which comprise the statements of financial position as at March 31, 2012, March 31, 2011 and April 1, 2010, and the statements of operations, statements of change in net financial debt and cash flows for the years ended March 31, 2012 and March 31, 2011, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluation of the presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements of the Royal British Columbia Museum Corporation for the years ended March 31, 2012 and March 31, 2011 and the statement of financial position as at April 1, 2010 are prepared in all material respects in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 3(h) to the financial statements which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards. Note 6 to the financial statements discloses the impact of these differences.

Hayes Stewart Little + Co

Victoria, BC
Chartered Accountants
May 22, 2012

Statement of Financial Position

As at March 31, 2012		March 31, 2012		March 31, 2011 restated		April 1, 2010
Financial assets						
Cash and cash equivalents (Note 3(b))	$	1,726,584	$	772,199	$	1,064,818
Portfolio investments (Note 3(c), Note 8)		1,000,865		989,888		225,845
Accounts receivable		249,988		481,939		335,332
Government grants receivable		-		1,235,737		3,131,201
		2,977,437		3,479,763		4,757,196
Financial liabilities						
Accounts payable and accrued liabilities		1,784,618		2,488,415		3,579,239
Leave liability (Note 3(l))		316,199		340,988		419,447
Deferred revenue (Note 9)		1,258,374		811,118		703,683
Deferred capital contributions (Note 10)		12,468,744		13,082,086		8,862,565
		15,827,935		16,722,607		13,564,934
Net financial position		(12,850,498)		(13,242,844)		(8,807,738)
Non-financial assets						
Tangible capital assets (Note 12)		24,986,890		25,683,044		21,387,766
Deferred exhibition costs (Note 3(e))		614,635		269,259		91,777
Prepaid expenses		74,337		82,022		66,644
		25,675,862		26,034,325		21,546,187
Accumulated surplus	$	12,825,364	$	12,791,481	$	12,738,449

Commitments (Note 18)

On Behalf of the Board:

John Williams

Director

Director

Statement of Operations

For the year ended March 31, 2012	2012 Budget (unaudited)	2012 Actual	2011 Actual
Revenues			
Provincial operating contributions	$ 12,166,000	$ 12,166,000	$ 12,166,000
Museum admission fees and memberships	3,196,000	3,026,290	2,784,678
Other income (Note 13)	1,892,000	3,020,078	2,223,241
Amortization of deferred capital contributions (Note 10)	615,000	613,342	572,847
Donated collections and artifacts (Note 3(j))	-	358,742	897,028
	17,869,000	19,184,452	18,643,794
Expenses (Note 15)			
Salaries and benefits	9,056,000	8,862,875	8,607,800
Building costs	2,127,000	2,340,372	2,074,013
Amortization	1,284,000	1,244,130	1,280,199
Security	826,000	896,212	834,068
Taxes, City of Victoria	666,000	671,032	651,977
Special Exhibitions (Note 11)	150,000	193,481	447,591
Other operating costs	3,660,000		
Systems and telecommunications		823,428	812,708
Professional services		675,281	1,258,636
Materials and supplies		350,561	387,132
Archival records storage		408,554	407,681
Marketing and communications		299,885	260,098
Office and business		316,376	301,397
Insurance		181,709	177,398
Travel		142,152	125,337
Bank charges		76,324	61,163
Collections and artifacts	-	358,742	897,028
Donations (Note 14)	-	1,309,455	6,536
	17,769,000	19,150,569	18,590,762
Annual surplus	100,000	33,883	53,032
Accumulated surplus, beginning of year	12,791,481	12,791,481	12,738,449
Accumulated surplus, end of year	$ 12,891,481	$ 12,825,364	$ 12,791,481

Statement of Changes in Net Financial Position

For the year ended March 31, 2012	2012 Budget (unaudited)	2012 Actual	2011 Actual
Annual surplus	$ 100,000	$ 33,883	$ 53,032
Acquisition of tangible capital assets	(505,000)	(547,976)	(5,575,477)
Amortization of tangible capital assets	1,245,035	1,244,130	1,280,199
	840,035	730,037	(4,242,246)
Acquisition of prepaid expense		(73,760)	(82,022)
Use of prepaid expense		81,445	66,644
Acquisition of deferred exhibition costs		(384,439)	(212,363)
Use of deferred exhibition costs		39,063	34,882
		(337,691)	(192,859)
Change in net financial position	840,035	392,346	(4,435,105)
Net financial position, beginning of year	(13,242,844)	(13,242,844)	(8,807,739)
Net financial position, end of year	$ (12,402,809)	$ (12,850,498)	$ (13,242,844)

Statement of Cash Flows

For the year ended March 31, 2012		2012		2011
Operating activities				
Cash received from the Province of British Columbia	$	12,166,000	$	12,166,000
Cash received from admission fees		3,167,615		2,650,680
Cash received from other income		3,576,245		3,046,805
Cash paid for donations		(1,309,455)		(6,536)
Cash paid for salaries and benefits		(9,552,358)		(8,678,401)
Cash paid for building costs, taxes and security		(3,758,928)		(3,831,220)
Cash paid for materials and services		(3,481,655)		(4,367,935)
Cash paid for special exhibitions		(538,857)		(624,317)
Cash provided from operating activities		268,607		355,076
Investing activities				
Cash received from disposition of temporary investments		-		(764,040)
Cash received for purchase of tangible capital assets		1,206,474		6,655,155
Cash used to purchase tangible capital assets		(520,696)		(6,538,810)
Cash received from (used for) investing activities		685,778		(647,695)
Increase (decrease) in cash and cash equivalents		954,385		(292,619)
Cash and cash equivalents, beginning of year		772,199		1,064,818
Cash and cash equivalents, end of year	$	1,726,584	$	772,199

1. Nature of operations

The Royal British Columbia Museum Corporation (the "Corporation") is a Crown Corporation of the Province of British Columbia without share capital, incorporated on April 1, 2003 under the *Museum Act*. The Corporation is a tax-exempt body under Section 149(1)(d) of the *Income Tax Act*.

The purpose of the Corporation is to fulfill the Government's fiduciary responsibilities for public trusteeship of the Provincial collections and exhibitions, including specimens, artifacts, archival and other materials that illustrate the natural and human history of British Columbia. The Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. The collection is preserved for future generations of British Columbians.

2. Conversion to Canadian public sector accounting standards

Commencing on April 1, 2011, the Corporation adopted Canadian public sector accounting standards including modifications as described in the Treasury Board Regulation BC 198/2011 under the authority of the *Budget Transparency and Accountability Act*, S.B.C. 2000, c.23, s.23 as the basis for preparing financial statements (Note 3(a)). These statements are the first statements for which the Corporation has applied these standards. There is no impact of the conversion on the accumulated surplus at the date of transition.

The management of the Corporation has reviewed PSA standard *PS2125 First-time adoption by government organizations* and has elected not to exercise any of the exemptions to retroactive restatement.

3. Summary of significant accounting policies

(a) Basis of presentation

The financial statements have been prepared by management in accordance Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia. This Section requires that the financial statements be prepared in accordance with Canadian public sector accounting standards except in regard to the accounting for government transfers as described in Note 3(h).

(b) Cash and cash equivalents

Cash and cash equivalents consist of cash balances held in Canadian bank accounts.

(c) Portfolio investments

Portfolio investments are investments in organizations that do not form part of the government reporting entity. Equity and derivative investments are recorded at fair value. Fixed income and money market investments are recorded at cost. The related investment income includes interest earned net of investment expenses incurred during the year. Investment transaction costs are expensed as incurred.

(d) Financial instruments

The Corporation's financial instruments consist of cash and cash equivalents, portfolio investments, accounts receivable, accounts payable and accrued liabilities all of which are reported at amortized cost.

(e) Revenue recognition

Government transfers are recognized in the financial statements in the period in which the events giving rise to the transfer occur, eligibility criteria are met, and reasonable estimates of the amount can be made, with the exception of transfers received for capital contributions as described in Note 3(h).

Admission and program fees are recognized as revenue on the date the service is provided. Membership fees are recognized as revenue on a straight-line basis over the term of the membership.

Investment, royalty and rental revenues are recognized when earned in accordance with specified agreements when the amounts can be reasonably estimated and receipt is likely.

Grants provided for operational projects by external parties or governments are recognized in the period in which the resources are used, in accordance with the terms of the funding agreement.

Summary of significant accounting policies continued

Contributions provided for capital projects by external parties or governments are deferred and recognized as revenue on the same basis the related assets are amortized, in accordance with the terms of the funding agreement.

(f) Deferred exhibition costs

Costs of special exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.

(g) Tangible capital assets

Tangible capital assets are reported at acquisition cost. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

• Buildings and improvements	up to 40 years
• Permanent exhibitions	10 years
• Operating equipment	5 years
• Computer hardware and software	3 years
• Vehicles	3 years
• Furniture	5 years

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

(h) Deferred contributions

Funding received from the acquisition of depreciable tangible capital assets is recorded as a deferred contribution and is recognized as revenue in the Statement of Operations in an amount equal to the amortization expense on the related depreciable assets. This policy is in accordance with Treasury Board Regulation BC 198/2011 under the authority of the *Budget Transparency and Accountability Act*, S.B.C. 2000, C.23, s.23. This accounting treatment is not consistent with the requirements of Canadian public sector accounting standards which require that government transfers be recognized as revenue when approved by the transferor and certain eligibility criteria have been met, unless the transfer contains a stipulation that creates a liability, in which case the transfer would be recognized as revenue over the period in which the liability is extinguished. The impact of the difference in this accounting policy on the financial statements is presented in Note 6.

(i) Foreign currency translation

Revenue and expense transactions denominated in foreign currencies are translated into Canadian dollars at the exchange rate at the time of the transaction. Financial assets and liabilities are translated into Canadian dollars at the exchange rate prevailing on the year end date. Any resulting exchange gains or losses during the period are recognized in the Statement of Operations.

(j) Collections

In accordance with *PS1000 Financial Statement Concepts*, the collections, including art and historic treasures, are not recorded as assets in the financial statements. Donated collections are recorded as revenue estimated at the fair market value of the gift based on appraisals by independent appraisers. The acquisition of both donated and purchased collections are expensed.

Summary of significant accounting policies continued

(k) Volunteers

During the year, volunteers contributed approximately 40,000 (2011: 40,000) hours in support of the Corporation. Their activities include guided gallery tours and a variety of programs that enrich the visitor's experience at the Corporation and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

(l) Employee benefit plans

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The Plan is a multi-employer, defined benefit plan, to which the Corporation applies defined contribution plan accounting in accordance with PSA standard *PS3250 Retirement Benefits*. The plan is administered by the British Columbia Pension Corporation, including payment of pension benefits to employees to whom the Act applies, and the Corporation does not have sufficient information to apply defined benefit plan accounting. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions.

Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent actuarial valuation (March 31, 2011) has determined the Plan has an unfunded liability of $275 million. The employer contribution rate to the Plan for the fiscal year ended March 31, 2012 remained the same at 8.78% (2011: 8.78%) of the pensionable salary up to the year's maximum pensionable earnings of $50,100 (2011: $47,200) and 10.28% (2011: 10.28%) of pensionable salary in excess of the year's maximum pensionable earnings. As of April 1, 2012, the employer contribution rate to the Plan will increase to 9.43% of the pensionable salary up to the year's maximum pensionable earnings and 10.93% of pensionable salary in excess of the year's maximum pensionable earnings.

The Corporation annually contributes through the Provincial Government payroll benefit plan for specific termination benefits and employee benefits as provided for under collective agreements and conditions of employment. The benefit charge back rate that the Corporation pays through the Provincial Government is 23.90% (2011: 24.50%). Costs of future benefits are recognized as an expense in the year that contributions are paid.

The Corporation administers an accumulated vacation and sick leave bank ("leave liability") consisting of unused vacation and sick time credits earned. The full value of accumulated vacation is paid upon retirement or termination. Up to 60% of the value of sick time credits earned are paid upon retirement or termination.

(m) Use of estimates

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. This includes and is not limited to the useful lives of capital assets.

4. Early adoption

In March 2011, the Public Sector Accounting Standards Board approved the following new PSA standards: *PS1201 Financial Statement Presentation*, *PS2601 Foreign Currency Translation*, *PS3041 Portfolio Investments*, *PS3410 Government Transfers* and *PS3450 Financial Instruments* which are effective for fiscal periods beginning on or after April 1, 2012. Early adoption is permitted and all standards must be adopted during the same fiscal year. The Corporation has elected to adopt all standards as of April 1, 2011. There is no impact on the accumulated surplus as a result of early adoption.

5. Budget

Budgeted figures were approved by the Legislative Assembly of the Province of British Columbia on February 15, 2011 as provided in the Royal BC Museum Service Plan 2011/12–2013/14.

6. Emphasis of Matter

Impact of Accounting for Government Transfers in Accordance with Section 23.1 of the Budget Transparency and Accountability Act

If the Corporation adopted Canadian public sector accounting standards excluding the modifications as described in the Treasury Board Regulation BC 198/2011 under the authority of the *Budget Transparency and Accountability Act*, S.B.C. 2000, c.23, s.23, the impact on the financial statements is presented as follows:

	2012 (Increase)/ Decrease	2011 (Increase)/ Decrease
Statement of Financial Position		
Deferred revenue	$ (1,017,771)	$ (1,080,578)
Deferred capital contributions	12,468,744	13,082,086
Accumulated surplus	$ (11,450,973)	$ (12,001,508)
Statement of Operations		
Other income	$ (62,807)	$ (20,985)
Amortization of deferred capital contributions	613,342	572,847
Capital contributions	-	(4,792,368)
Annual (surplus) deficit	$ 550,535	$ (4,240,506)

7. Financial risk management

The Corporation's financial instruments consist of cash and cash equivalents, portfolio investments, accounts receivable, accounts payable and accrued liabilities all of which are reported at carrying value.

It is management's opinion that the Corporation is not exposed to significant liquidity, credit or market risks arising from these financial instruments.

Liquidity Risk: Cash and cash equivalents, and portfolio investments are held with financially sound institutions and as such liquidity risk is not significant.

Credit Risk: Receivable balances consist primarily of trade receivables related to royalties and rents. At the financial statement date, 8.6% of the accounts receivable balance is past due and none is considered to be impaired. As such the Corporation is not exposed to significant credit risk.

Market Risk: Portfolio investments are comprised of units in a money market fund consisting of primarily of short-term treasury bills. As such, risk of loss of principal is insignificant.

8. Portfolio investments

As at March 31, 2012, portfolio investments were comprised of units in the *British Columbia Investment Management Corporation ST2 Fund* with a carrying value of $1,000,865 and market value of $1,001,176 (2011: $989,888 and $989,774) and an annual yield of 0.92% (2011: 0.81%). The fund contains short-term fixed income investments. The investments are publicly traded and fair market values are based on quoted prices at year end. The investment income for the year ended March 31, 2012 was $11,786 (2011: $15,291).

9. Deferred revenue

Deferred revenue includes funds related to grants for restricted operating projects, future gallery rental deposits, advance admission sales, memberships and unredeemed gift cards. There are no operational restrictions associated with the grants received for operating projects.

	2012	2011
Restricted	$ 1,177,853	$ 723,129
Unrestricted	80,521	87,989
Total	$ 1,258,374	$ 811,118

10. Deferred capital contributions

Deferred capital contributions include funds received for construction of permanent exhibitions as well as facilities upgrades including HVAC systems, elevators, lighting and electrical capacity upgrades.

	Balance at March 31, 2011	Additions	Amortized to Revenue	Balance at March 31, 2012
Provincial government	$ 5,628,810	$ -	$ (151,087)	$ 5,477,723
Federal government	3,877,518	-	(168,730)	3,708,788
Other	3,575,758	-	(293,525)	3,282,233
Total	$ 13,082,086	$ -	$ (613,342)	$ 12,468,744

11. Special exhibitions

The Corporation hosts temporary exhibitions to provide a window on the world and encourage repeat visitation. In fiscal year 2012 these included: *Wildlife Photographer of the Year* and *Behind the Scenes Exhibition featuring The Other Emily*. In fiscal year 2011 these included: *Behind the Scenes Exhibition featuring Invasive Species* and *The Other Emily*. Costs allocated to exhibitions are those additional costs which are directly incurred to host the exhibition. Professional service contract expenses include exhibition loan fees where applicable.

	2012	2011
Salaries and benefits	$ 26,580	$ 64,866
Professional service contracts	63,331	57,450
Marketing and communications	61,510	79,775
Materials and supplies	36,410	242,557
Office and business	5,650	2,943
Total	$ 193,481	$ 447,591

12. Tangible capital assets

Cost	Balance at March 31, 2011	Additions	Disposals	Balance at March 31, 2012
Land	$ 12,510,140	$ -	$ -	$ 12,510,140
Permanent exhibitions	1,651,047	-	-	1,651,047
Operating equipment	339,188	56,859	(24,910)	371,137
Hardware and software	1,395,862	428,310	(391,983)	1,432,189
Vehicles	24,664	-	-	24,664
Furniture	65,358	-	(27,202)	38,156
Buildings and improvements	12,131,164	273,478	(104,928)	12,299,714
Work in progress	210,671	(210,671)		-
Total	$ 28,328,094	$ 547,976	$ (549,023)	$ 28,327,047

Disposals include fully amortized assets removed from service.

Accumulated Amortization	Balance at March 31, 2011	Amortization	Accumulated Amortization on Disposals	Balance at March 31, 2012
Land	$ -	$ -	$ -	$ -
Permanent exhibitions	1,038,222	164,842	-	1,203,064
Operating equipment	193,403	71,032	(24,910)	239,525
Hardware and software	635,571	470,890	(391,983)	714,478
Vehicles	20,210	4,111	-	24,321
Furniture	45,280	10,351	(27,202)	28,429
Buildings and improvements	712,364	522,904	(104,928)	1,130,340
Work in progress	-	-	-	-
Total	$ 2,645,050	$ 1,244,130	$ (549,023)	$ 3,340,157

Net Book Value	Balance at March 31, 2011	Balance at March 31, 2012
Land	$ 12,510,140	$ 12,510,140
Permanent exhibitions	612,825	447,983
Operating equipment	145,785	131,612
Hardware and software	760,291	717,711
Vehicles	4,454	343
Furniture	20,078	9,727
Buildings and improvements	11,418,800	11,169,374
Work in progress	210,671	-
Total	$ 25,683,044	$ 24,986,890

13. Other income

	2012	2011
Grants, contributions, royalties, commissions	$ 734,854	$ 1,265,723
Donations	1,224,196	3,773
Miscellaneous	1,061,028	953,745
Total	$ 3,020,078	$ 2,223,241

14. Donations

In 2012 a contribution of $1,309,455 (2011: $6,536) was made to the Royal British Columbia Museum Foundation to assist the Foundation in funding future museum and archives projects at the Corporation. $1,212,391 was a restricted donation received by the Corporation for the preservation and access of corporate archival records. The remainder of the contribution is unrestricted. The contribution is part of a long standing economic partnership with the Foundation to assist and support provincial museum initiatives and projects through attracting federal and other foundation monies.

15. Expenses by function

	2012 Budget	2012 Actual	2011 Actual
Collections, research and access	$ 7,403,477	$ 7,180,700	$ 7,363,609
Exhibitions and visitor experience	6,777,415	6,861,947	6,618,230
Development and fundraising	578,019	507,167	512,357
General and administrative	3,010,089	2,932,558	3,193,002
Collections and artifacts	-	358,742	897,028
Donations	-	1,309,455	6,536
	$ 17,769,000	$ 19,150,569	$ 18,590,672

16. Collections

As at March 31, 2012, the collections consisted of approximately 7.2 million artifacts, specimens and archival records (2011: 7.2 million). During the year, the Corporation de-accessioned 5 batches (2011: 2) and accessioned 213 batches (2011: 147) to its collections through the acquisition, purchase and accessioning process. The collections are valued at $150 million for insurance purposes.

17. The Royal British Columbia Museum Foundation

The Corporation has an economic interest in the Royal British Columbia Museum Foundation (the "Foundation"). The Foundation is an independent organization with its own Board of Directors therefore the accounts of the Foundation are presented separately and are not consolidated in these financial statements. The Foundation was incorporated to support activities on behalf of the Corporation. The principal activities of the Foundation are the operation of the Royal Museum Shop, the management of donations, bequests, endowments and the support of projects undertaken by the Corporation.

The Foundation has internally restricted funds of approximately $3,820,000 (2011 - $3,700,000), which are reserved for specific projects for transfer to the Corporation in future years.

During the year, the following amounts were paid by the Foundation to the Corporation:

	2012	2011
Funding for non-capital projects	$ 453,163	$ 415,743
Funding for capital projects	-	298,264
Endowment earnings	132,223	-
Gift shop royalties	35,029	6,324
Purchase of goods and services	58,186	70,953
Total	$ 678,601	$ 791,284

As of March 31, 2012, $86,545 is due from the Foundation to the Corporation and is included in the accounts receivable balance (2011: $169,078).

During the year, the following amounts were paid by the Corporation to the Foundation:

	2012	2011
Unrestricted donation to the Foundation (Note 13)	$ 101,688	$ 6,536
Transfer of restricted donations (Note 13)	1,212,391	-
Purchase of goods and services	3,776	5,397
Total	$ 1,317,855	$ 11,933

As of March 31, 2012, $8,569 is due from the Corporation to the Foundation and is included in the accounts payable balance (2011: $0)

During the year, the CEO of the Corporation was independently contracted by the Foundation to provide professional consulting services with respect to fundraising.

18. Commitments

Operating Agreement

The Corporation has entered into a Theatre Operating Agreement for the operation of a large screen motion picture theatre on the Corporation's premises. Under the terms of the Agreement, the Corporation will be paid a royalty from the theatre including certain negotiated adjustments, plus specific amounts for additional operating costs. The term of the Agreement is 30 years and expires June 24, 2028.

Heating and Cooling Contract

The Corporation has entered into a month to month service agreement for the provision of steam, chilled water and natural gas services. Under the terms of the agreement, the Corporation will pay for services as consumed.

Property Management Contract

The Corporation has entered into a five year service agreement for the provision of building management and maintenance services expiring March 31, 2015. Under the terms of the agreement, the Corporation will pay annual management fees as follows:

2013	$	94,554
2014		96,445
2015		98,374
Total	$	289,373

Additionally, the Corporation will pay for direct maintenance costs as incurred by the contractor.

Exhibition Loan Fees

The Corporation has a commitment to disburse $150,000 to the American Museum of Natural History related to the loan of artifacts and objects. Future anticipated payments are as follows:

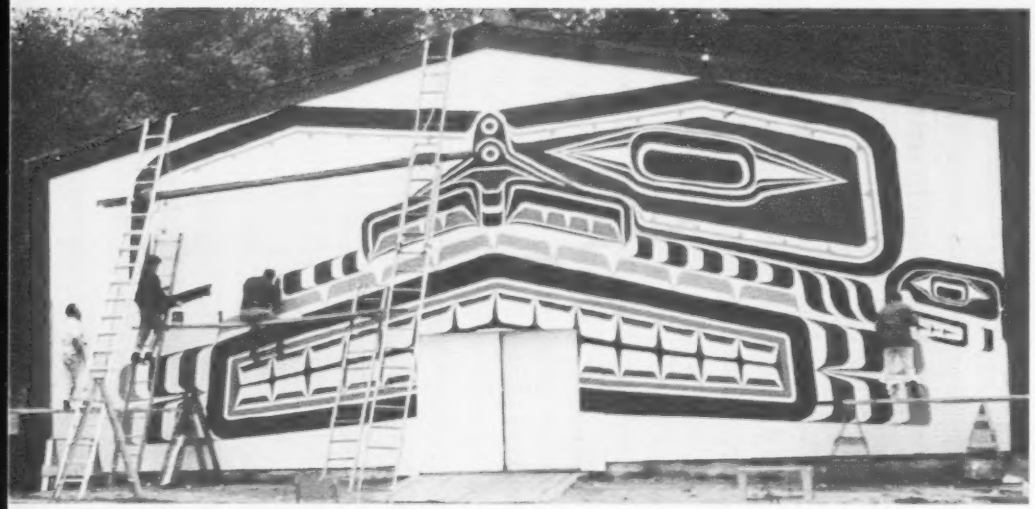
2013	$	150,000
Total	$	150,000

Lease Commitments

The Corporation has a five year operating lease to rent warehouse space to store oversize artifacts which expires on April 30, 2015. The Corporation also leases operating equipment. Future minimum payments are as follows:

	Warehouse	Equipment
2013	$ 166,560	$ 1,512
2014	166,560	-
2015	166,560	-
Total	$ 499,680	$ 1,512

Ben Dick, Henry Beans, (unknown), and Dora Cook painting the design on the big house at Alert Bay in 1965.



Accession number 2011.289.3

Gunner's cap and whistle.

Accession number 2012.19.2a-b

Appendix A: Acquisitions

Eastern Red Bat. We received two specimens of *Lasiurus borealis*, considered rare in Western Canada. Tissue samples will help tell us where the bats originated, while hair samples will teach us about their diet.

Alvin Sewid Collection. A donation by Mr Alvin Sewid of a collection of slides, photographs with documentation, and a DVD, all detailing the construction of the Big House at Alert Bay in 1965 and showing artists like Henry Speck, Dave Matilpi and Charlie George shown working on the totem pole. This is an important collection, as the Big House burnt to the ground several decades later.

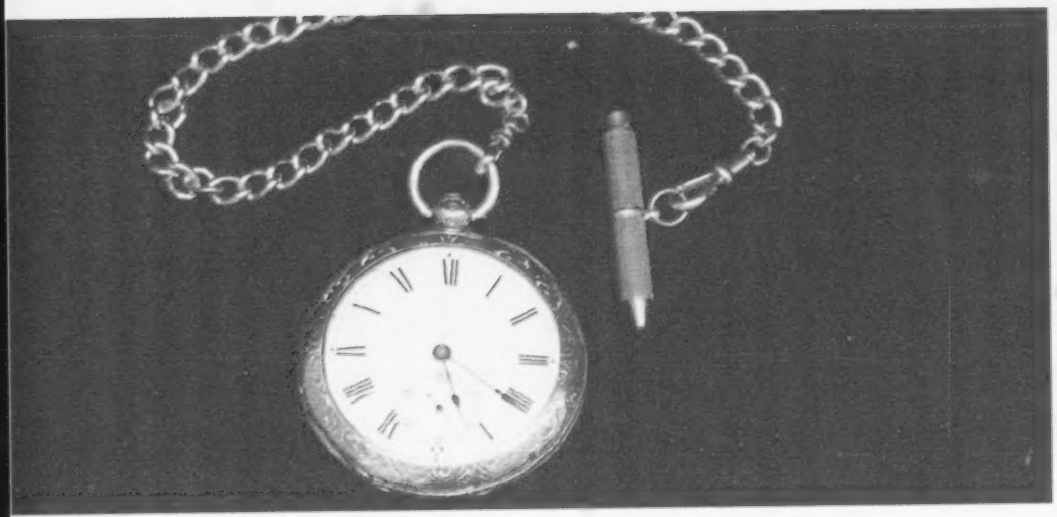
John Smyly Collection. A donation of John Smyly's research notes and material, artwork and photographs. Smyly participated in many official field trips to ancient village sites, and travelled throughout the province to photograph and document cultural features now being lost to time.

He was a member of the 1957 Ninstints expedition to salvage and retrieve totems purchased from Haida descendants, led by the BC Provincial Museum's curator Wilson Duff, UBC Museum of Anthropology's Harry Hawthorn and renowned Haida artist Bill Reid.

Victoria Rifles uniform with gunner's cap and whistle. In 1900, Henry Hudson Roper of the 82nd Battalion, Victoria Rifles, British Columbia Brigade for Garrison Artillery, marched with Victoria's newly formed Veteran's Association. The uniform of this prizewinning rifleman, along with family provenance, adds a significant story to our collection of early BC military uniforms, and the colour-painted photograph of the rifle team is unique to our collections.

Lam paintings. Integrating western and Chinese techniques and colors, these two original paintings were donated by the artist, whose works are in demand across Canada. The Chinese calligraphy, with its joyful message of contentment, was composed by the artist's father, P.C. Lam. The paintings give insights into a Chinese Canadian culture derived from transpacific migration, traditional Chinese upbringing and Canadian lifestyle in BC.

J.P. Davies gold watch.



Accession number 2011.176.1

Carmichael silver pieces.

Accession number 2011.231

J.P. Davies gold watch. A 150-year-old pocket watch inscribed to J.P. Davies, president of the Chebra Bikur Cholim Ukedisha, a volunteer society whose members prepare the deceased for Jewish burial. The watch was presented before the 1863 cornerstone ceremony for the Congregation Emanu-El, Western Canada's oldest synagogue. This unique timepiece represents a key figure in the colonial merchant community and is an excellent addition to our collection of BC chronographs.

Premier Richard McBride's spectacles. With official and business documents, photographs and correspondence mostly from his time as BC's premier, 1903-1915. These spectacles and records were donated by McBride's grandson, Dick Beck and family. They include business papers relating to land ownership, the lumber industry and rail travel, as well as McBride's private letters – including some exchanged with Winston Churchill and other British politicians. With more than fifty photographs depicting people and places of BC in the early twentieth century, this collection provides a valuable record of the human history of the province.

Carmichael silver pieces. This collection of 82 items, a bequest from Vancouver antique dealer The Silver Shop, exemplifies the work of William Michael Carmichael, 1892–1954. BC's foremost silversmith of the twentieth century, he opened his well-known Tudor half-timbered silver shop at 610 Fort Street on the eve of the Depression. This significant collection comes with a detailed inventory and professional appraisal.

Earrings by Art Thompson. Acquisition of a pair of large, exceptionally detailed, engraved silver earring made by Art Thompson (Ditidaht, 1948-2003) in 1989. Thompson was one of the most significant Northwest Coast artists of his generation, and was associated with the RBCM's carving program. The earrings are an excellent example of his mature style and are a fine addition to our too-small collection of this important artist's work.

Floyd Joseph carvings. From the Estate of Mrs. Joan Williams, a gift of two carved and painted plaques, one depicting a loon and the other a hummingbird, made by Floyd Joseph (Squamish, b. 1953) a Coast Salish artist from the Capilano Reserve who now lives in Brentwood Bay. Joseph is well known for his decorative carvings and monumental sculptures. The donated carvings are good examples of his distinctive style and a welcome addition to the nine Floyd Joseph serigraphs in our collection.

Appendix B: Research, Published Articles and RBCM Publications

Below is a list of selected publications associated with current research projects authored or co-authored by Royal BC Museum staff, volunteers, research associates and collaborators.

Current Research and Published Articles

Allen, G., K. Marr, L. McCormick, R. Hebda. In press. The impact of Pleistocene climate change on an ancient arctic-alpine plant: multiple lineages of disparate history in Oxyria digyna. Ecology and Evolution.

Marr, K., R. Hebda, A. Zamluk. In press. Morphological analysis and phytogeography of native Calamagrostis (Poaceae) from British Columbia, Canada and adjacent regions. Madrono.

Marr, K., R. Hebda, W. MacKenzie. In press. New alpine plant records for British Columbia and a previously unrecognized biogeographical element in western North America. Botany.

Marr, K., R. Hebda, W. MacKenzie. In press. Alpine Plant Range Extensions for Northern British Columbia, Including Two Species New to the Province. Canadian Field Naturalist.

Harrison, K. and R.J. Hebda. 2011. A morphometric analysis of variation between Elymus alaskanus and Elymus violaceus (Poaceae): Implications for recognition of taxa. Madrono 58:32-49.

Webb, C. and R. Hebda. 2011. Chapter 5 Restoration and Planning. In Garry Oak Ecosystems Recovery Team eds. Restoring British Columbia's Garry Oak Ecosystems: Principles and Practices. Garry Oak Ecosystems Recovery Team Victoria, British Columbia. Pp 5.1-5.70. Available at http://www.goert.ca/documents/restorationbooklet/GOERT-restoration-booklet-c2.pdf 2011

Townsend, L. and R.J. Hebda. 2011. Pollen and macro-fossil assemblages in disturbed urban wetlands on south Vancouver Island reveal recent invasion of reed canarygrass (Phalaris arundinacea) and guide restoration. Restoration Ecology. On-line December.

Copley, Claudia R. 2011. Yellow Underwings (Noctua pronuba and N. comes). BC Nature. Winter 2011 Vol. 50 No. 4 . p 13.

Cannings, R. A. 2011. Efferia okanagana, a new species of robber fly (Diptera: Asilidae) from the grasslands of southern British Columbia, Canada, with notes on taxonomy, biology, distribution and conservation status. The Canadian Entomologist 143: 578-593.

Cannings, R.A. 2011. Hanging from a leaf. Pp 103-107 in J. Li and M. Barbour (eds.). Wading for Bugs: Discovering Stream Invertebrates with the Experts. Oregon State University Press, Corvallis. 160 pp. [Includes special illustration, p. 144, by RAC].

Cannings, R.A. 2011. Checklist of the bumble bees (Hymenoptera: Apidae: Bombus) of British Columbia. Boreus 31(1): 19-21.

Cannings, R.A. 2011. Robber Flies (Insecta: Diptera: Asilidae) in G.G.E. Scudder and I.M. Smith, (eds.). Assessment of species diversity in the Montane Cordillera Ecozone. Chapter 17 (Pp 1-24) in G.G.E. Scudder and I.M. Smith, (eds.). Assessment of species diversity in the Montane Cordillera Ecozone (version 2). http://www.royalbcmuseum.bc.ca/Content_Files/Files/mce/robber_flies.pdf

The Whaling People of the West Coast of Vancouver Island and Cape Flattery.

Cannings, R.A. 2012. COSEWIC status report on Okanagan Efferia (Efferia okanagana Cannings) in Canada. Committee on the Status of Endangered Wildlife in Canada, Ottawa, ON 58 pp. http://www.cosewic.gc.ca/eng/sct2/index_e.cfm

Cannings, R.A., M.A. Branham and R.H. McVickar. 2011. The Great Firefly Hunt. BC Nature 49(2): 17-18.

Cannings, R.A. and S.G. Cannings 2011. Odonata (Damselflies and Dragonflies) of the Montane Cordillera Ecozone. Chapter 10 (Pp 1-31) in G.G.E. Scudder and I.M. Smith, (eds.). Assessment of species diversity in the Montane Cordillera Ecozone (version 2). http://www.royalbcmuseum.bc.ca/Content_Files/Files/mce/odonata.pdf.

Sister and I from Victoria to London.

Feeding the Family: 100 Years of Food and Drink in Victoria.

Johns, M.J. 2011. Middle and Upper Triassic ichthyolith successions: Pink Mountain, Trutch, and Halfway River map-areas (94G, 94B), Northeastern British Columbia. Proceedings No. 9, Canadian Paleontology Conference, Annual Meeting of the Paleontology Division of Geological Association of Canada, University of British Columbia, August 19-20, p 35.

Johns, M.J. and R.J. Hebda 2011. Abstract/poster. Expanding the Royal BC Museum fossil collections to reflect the diversity of BC's geology and ancient life. In Haggart, J.W. and Smith, P.L (editors). Canadian Paleontology Conference Proceedings No. 9. Annual Meeting of the Paleontology Division of the Geological Association of Canada, August 19-22, 2011, Vancouver, B.C., p. 35-36.

Johns, M. J., Trotter, J.A., Barnes, C.R., and Narayan, Y.R. 2011. Abstract. Strontium isotope stratigraphy, biostratigraphy, and geologic evidence for landward displaced terrane segments within the Tofino Basin, British Columbia. In Haggart, J.W. and Smith, P.L (editors). Canadian Paleontology Conference Proceedings No. 9. Annual Meeting of the Paleontology Division of the Geological Association of Canada, August 19-22, 2011, Vancouver, B.C., p. 36.

Hanke, G.F., & S.P. Davis. A Re-examination of Lupopsyrus pygmaeus (Pisces, Acanthodii). Geodiversitas.

Hanke, G.F., M.V.H. Wilson, and F.J. Saurette. 2012. Partial articulated specimen of the Early Devonian chondrichthyan Polymerolepis whitei Karatajute-Talimaa, 1968, with an anal fin spine. Geodiversitas.

Hanke, G.F. 2011. Intertidal Fishes of the Victoria Region. in: The Naturalist's Guide to the Victoria Region. Publisher, Victoria, British Columbia.

Hanke, G.F. 2011. Amphibians and Reptiles of the Victoria Region. in: The Naturalist's Guide to the Victoria Region. Publisher, Victoria, British Columbia.

Bedard, J.M., G.F. Hanke, and M. Frey. 2012. In Seine Diversity, Eelgrass Beds. Victoria Natural History Society.

Royal BC Museum Books Published in 2011/12

- *Sister and I from Victoria to London* by Emily Carr. Published April 2011, reprinted April 2012.
- *Feeding the Family: 100 Years of Food and Drink in Victoria* by Nancy Oke and Robert Griffin. Published June 2011.
- *The Whaling People of the West Coast of Vancouver Island and Cape Flattery* by Eugene Arima and Alan Hoover. Published October 2011.

Gavin Hanke, Curator, Vertebrate Zoology; Kelly Sendall, Manager, Natural History; Moretta Frederick, Collections Manager, Invertebrates, Fish, Amphibians, Reptiles.

Camp Inside Out.

Appendix C: Public Programs

Royal BC Museum: Behind the Scenes
to October 10, 2011

- Our talented team of docents brought to life the *Behind the Scenes* interpretive program for thousands of visitors.
- At Camp Inside Out, children aged 8-10 dissected owl pellets, hung out with our exhibit arts staff, explored BC's biodiversity and went behind the scenes into our collections.
- Our twice-weekly, immensely popular 30-minute Backstage Pass Tours took our visitors behind the scenes and into the collections. Guests travelled in small groups through the exhibit arts area and toured the entomology and invertibrates labs.
- Hosted by curators and visiting experts, our adult-focused "Eco-Shops" focused on sustainable living and environmental stewardship.
- "I-Spy Saturdays" offered a series of unique three-hour workshops designed just for families. "Tree-mendous!" "Fish Tales" and "Super NATURAL Hallowe'en" delighted children and adults alike with crafts, stories and explorations of the exhibitions and collections.

13th Annual South Vancouver Island Regional Heritage Fair
May 6, 2011

The annual Regional Heritage Fair offers local students in grades 4-9 the opportunity to exhibit their original Canadian history projects. The Royal BC Museum was pleased to host 36 projects this year, two of which advanced to the Provincial Fair.

Helmcken House.

Father Christmas in Old Town.

Helmcken House / St Ann's Schoolhouse
May 19 – September 6, 2011

Helmcken House and St Ann's Schoolhouse reopened after careful refurbishments. Each summer afternoon, these historic houses – two of the oldest in BC – invite visitors to experience what it was like to grow up in Victoria a century ago.

Live @ Lunch
Monthly

Free to staff and members, our Live @ Lunch discussions explore topics related to Royal BC Museum research, collections and exhibitions, drawing hundreds of listeners. Last year's diverse topics ranged from the changing diet of Victorians to the experiences of British child migrants in Canada. Live @ Lunch offers captivating discussion, active learning and a sharing of local expertise.

Remembrance Commemorations
November 7-11, 2011

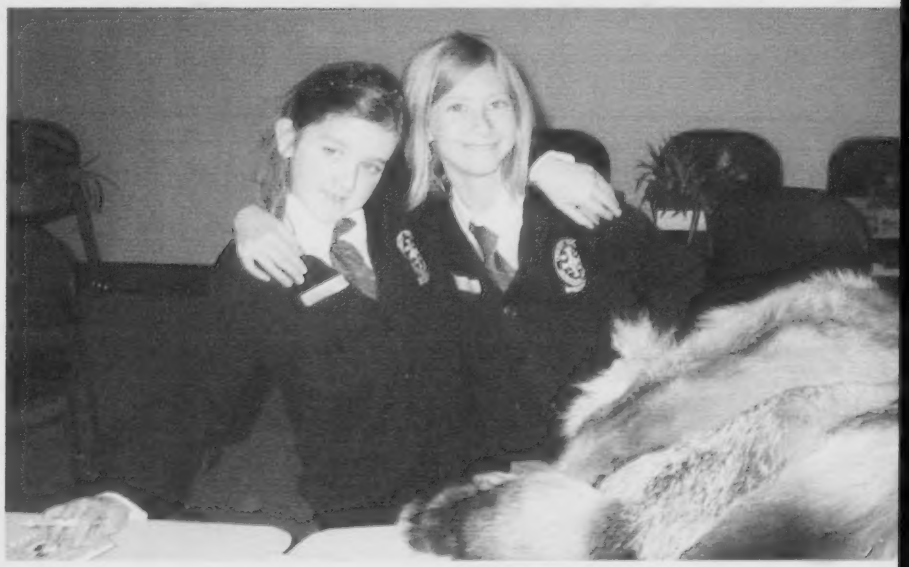
With Veterans Affairs Canada, the Royal BC Museum offered a five-day roster of Remembrance Day events to honour those who served and are serving in missions around the world. Admission was free and the week featured school programs, talks, displays and choir performances. We hosted 10,000 visitors; 37 veterans volunteered their time; and 323 students took part in our school programs.

Christmas Programming
December 4, 2011 – January 8, 2012

- On December 4, more than 150 revellers joined in our annual carillon sing-along and light-up.
- Helmcken House came alive with the spirit of an old-fashioned Christmas December 17-31. Visitors discovered the Christmas traditions of early Victoria through activities and crafts.
- We decked the halls in Old Town with a Christmas tree, streets laced with holiday garlands and shops decked in seasonal finery. And for the first year, Father Christmas joined us for photos with the kids.

Summer Camp participants head out "into the field" with Collections Manager Claudia Copley and Research Associate Darren Copley to learn about insects.

Students from Christ Church Cathedral School get a taste for the Fur Trade in our Simon Fraser school program.



Discover Program
Ongoing

On Fridays, Saturdays and Sundays, our curators, experts, docents and staff open the third floor mezzanine up to the public. In 2011/12, the Discover Program introduced hundreds to the amazing stories, artifacts and specimens that represent the rich and intriguing history of our province.

Gallery Animation
Ongoing

Knowledgeable docents provide hands-on animation at interactive educational stations dotted throughout our permanent galleries, offering visitors a chance to delve into deeper learning about bears, mammoths, tidal pools, flight, the gold rush and ocean organisms.

School Programs
Ongoing

Programs for BC's young learners, led by docents in our galleries and in classrooms, included:

- Fins, Feathers and Fur (Grades K/1)
- Living and Learning a Century Ago (Grades 2/3)
- This Old Town: Communities Past and Present (Grades 2/3)
- Space Invaders (Grade 4)
- Simon Fraser: Explorer and Fur-Trader (Grades 4/5)
- Our Changing Climate (Grades 4/5)
- Wealth from the Ground (Grade 5)

Royal BC Museum Supporters

The Royal BC Museum appreciates and acknowledges the ongoing support of the Province of British Columbia. Thank you to our generous donors and sponsors for their financial support and contributions to our collections during the 2011/2012 fiscal year.

$100,000 – $499,999

BC Hydro
London Drugs Foundation
Royal BC Museum Foundation
Royal BC Museum Endowment Fund (BC Arts Renaissance Fund), through The Victoria Foundation

$25,000 – $99,999

Yole & Armando Barbon
The Bay Centre
Canadian Heritage Information Network
Canadian Imperial Bank of Commerce
CHEK Media Group
Times Colonist
The Truffles Group
John & Joan Walton Innovators Fund, through The Victoria Foundation

$5,000 – $24,999

BC Transit
Budget Rent-a-Car of Victoria
Canadian Museums Association
CTV
Decorate Victoria with Huff N Puff
Digital Direct Printing Ltd.
Robert & Devi Jawl Foundation
Audrey Johnson
Elizabeth Kennedy
The Gwyn Morgan and Patricia Trottier Foundation
National Geographic IMAX Theatre
Gwendolyn Page
Pattison Outdoor Advertising
Province of British Columbia, Intergovernmental Relations Secretariat – Francophone Affairs Program
Thrifty Foods
Alan Tompson
Tourism Victoria
Viking Air Limited
Jack & Bev Wallace

$1,000 – $4,999

Anonymous
Archipelago Marine Research Ltd.
Arius3D
Avalon Mechanical
Aviawest Resort Group
Keith & Betty Beedie Foundation
Gary Bell
William & Jean Cave
de Hoog & Kierulf Architects
Marna Disbrow
Robert & Marianne Eng
The Island I.T.
Islandnet.com
Akiko Kamitakahara
Susan & Lyall Knott
L'Association Historique Francophone de Victoria
Ron & May Lou-Poy
Ian & Margaret Mair
Mayfair Shopping Centre
Tommy Mayne
Merton & Frances Moriarity
Pharmasave
Pauline Rafferty & Bob Plecas
Sam's Deli
Anthony & Darlene Southwell
Think Communications Inc.
Victoria Pub Company
Rene & Allison Weir
Wickaninnish Inn
Angela Williams
John & Susan Williams

$500 – $999

Eric & Leonda Adler
Patrick & Anne Anderson
Ray & Jean Auel
Ruth Beering
Michael & Sirpa Bell
Gary & Susan Braley
Kelly & Rose Chu
Clipper Vacations
Daphne Corbett
Carol Cullimore
David Ell & Monica Granbois
Derek & Katharine Ellis
James & Vivian English
Dorothy Fetterley
Reginald & Carolyn Finch-Field
Joyce Folbigg
Four Seasons Hotel Seattle
Paul & Virginia Gareau
Constance C. Gibson
Joe & Linda Harvey
William & Carol Jackson
David Mattison & Charlene Gregg
Susan McMillan
Monday Magazine
Charles & Marjorie Moser
John Mustard
Noel & Laurie Pederson
Shelley Reid
The Honourable Anne & Dr. Donald Russell
SDR Project Management Ltd.
Geoffrey Simmons
Bud & Daphne Smith
Sharon Smith
Mark & Elizabeth Taylor
Team TELUS Cares
Trudy Usher
Lillian & Jim White

$250 – $499

Anonymous
Rex & Reva Bates
Brendan Bendis
Kathleen Blaney
Stephanie Campbell
Gordon & Diana Green
Peter Gustavson
Mary Leask
Diane Lloyd & Darren Stanger
Barbara Longworth
Leonard & Margaret Lyons
Erik Lythgoe
Janet Macgregor Williams
Dennis McCann & Diane Darch
Jessie McEachern
M. Grace Mersereau
Doreen Mitchell
Barbara Rae & George Suart
Ernest & Adele Roberts
Robert Rothwell
Pete Seward
Jacqueline Shoffner
Elisabeth Silvester
John & Fern Spring
Royal British Columbia Museum Fund, through The Vancouver Foundation
Margaret Vandenberg
Joyce Wheeler

Donors to the Collections

Fran Aitkens
Anonymous
BC Forest Service Centenary Society
Jan Bevan
Sara Bristow
Elizabeth Burridge
Kenneth Burroughs
John Carreck
Barbara Ehrenberg
Maradel Gale
Raymond Graham
Arthur & Glenda Guttman
Leslie Hand
Jack Holliston
George Hunter Photography
Gord Hutchings
May Ip-Lam
Elizabeth Kennedy
David Chuenyan Lai
H. Edward McLean
Eric Oscar
From the collection of the Late Bill Patz
Deborah Patz
Shannon Rands
Ellen Rodger
Alvin Sewid
Doug Shandley
Don Shandley
Brent Simmons
The Estate of Bruce George Simmons
Michael A. Stevens
Bente Svendsen
J. Maureen Tuttle
John Veillette

We have taken great care to ensure that our supporters are recognized accurately. If you notice an error or omission, please call the Royal BC Museum Development Department at 250-387-7222.

Tremblay farm, History gallery.

Northern Sea lion (Eumetopias jubatus) *mounts,* Natural History *gallery.*

Contact Information

Royal BC Museum
675 Belleville Street
Victoria, BC
V8W 9W2

Tel: 250-356-RBCM (7226)
Toll-free: 1-888-447-7977
Fax: 250-387-5674

royalbcmuseum.bc.ca

ROYAL BC MUSEUM
Where the past lives

BRITISH COLUMBIA